



**“Expecting excellence every day.”**

# **2000 Annual Report**

**Michigan Department of Corrections**

*Cover Photograph: The department's first prisoner-built house, constructed at Saginaw Correctional Facility, is moved from the prison to a site in the City of Saginaw. The house was built for Habitat for Humanity through the department's Prison Build Program.*

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# 2000 Annual Report

**Michigan Department of Corrections**

*A participating member of  
Michigan's communities*

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May, 2001

*A letter from Director Bill Martin*

*Dear Michigan Citizen:*

*Expecting excellence every day.*

*At the end of my second full year as director of the Michigan Department of Corrections, I've come to believe that the reach for excellence is the essence of the Michigan Department of Corrections.*

*Our employees set the bar and the standard for operations in many ways in Michigan, and where we don't, we're trying to make it so.*

*During 2000, this search for excellence in all our endeavors became our motto, a creed we have affixed to our printed correspondence to remind us of what we're about.*

*What we're about is serving the citizens of Michigan with a cost-effective operation, one that manages convicted felons in a safe and humane manner.*

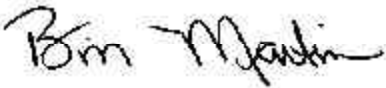
*Our team efforts in many challenging arenas – the conversion of Western Wayne Correctional Facility into a female prison and Crane Correctional Facility into a male prison – have resulted in successes.*

*Our innovative monitoring projects to enhance community safety such as STOP II, which has decreased the use of drugs among parolees, and the various Night Hawk programs around the state, which pair law enforcement agencies with our field agents in supervising parolees and probationers, are examples of the resourcefulness of our employees.*

*The Michigan Prison Build Program, which helps provide low-income housing for families and prepares prisoners for successful reintegration, expanded in 2000 because of the enthusiastic efforts of employees who see the exciting potential and who use their skills and energy to make sure the program succeeds.*

*Moving several thousand prisoners between three institutions without a glitch, preparing several hundred employees to deal effectively with female prisoners through extensive training, job shadowing and mentoring may not capture the headlines, but they are major accomplishments illustrating the competence of our employees.*

*The annual report is, in part, a way to showcase some of the unheralded accomplishments that are routine in the Department of Corrections.*



*Bill Martin, Director*



*2000 Officer of the Year Donald Bosley (left) with Director Bill Martin.*

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*Field agents play an integral part in the sentencing and violation process. At left, Probation Agent Will Fobbs of Ingham County appears before a local judge with a probationer.*

# Achievements

## Protecting Michigan Communities

During the first 11 months of 2000, the number of parole violators with new crimes who were returned to prison decreased by 9 percent. Officials believe that at least a portion of this decline can be attributed to closer and more effective supervision of offenders in the community. More technical violators are returning to prison as a result, thus heading off additional crime.

Many of the programs that grew or were started in 2000 monitored the behavior of offenders being supervised in the community and included parolees with substance-abuse problems and sex offenders.

Some of the programs – Operation Night Hawk and Fox Watch – send field agents into the homes of offenders outside the routine 8 a.m. to 5 p.m. business day to check on their behavior and compliance with court and Parole Board conditions.

The department also experimented with new technology to increase offender accountability.

Notification of victims is a significant part of the job MDOC does to protect the public. In 2000, the MDOC enhanced that notification through participation in a state-wide automated system.



## **STOP II : Making parolees accountable**

By the end of 2000, more than 1,100 parolees with substance abuse problems were enrolled in a monitoring program that combined drug testing with immediate sanctions for those testing positive.

Called STOP II (Short Terms of Punishment), the program has cut drug use among parolees and is expected to reduce the criminal activity and technical parole violations associated with drug use. It is based on an older program, also called STOP, which ran in Detroit in 1994.

About 3 percent of the STOP II participants test positive for drugs during the course of their 10-month enrollment period. This compares with about 20 percent of parolees in general.

During 2000, the program added an eighth location to its operation.

STOP II was started in 1998 in Saginaw and Muskegon and has been expanded to Pontiac, Detroit, Battle Creek, Benton Harbor, Grand Rapids and Kalamazoo. In addition, Wayne County began in 2000 to enroll sex offenders with substance abuse problems.

There are plans to expand the program to Flint, Adrian and Mt. Clemens during 2001.

The goal is to enroll roughly 10 percent of the state's parole population.



*One of the STOP locations is in the Buena Vista Corrections Center in Saginaw. Here, a prisoner is escorted to a room.*

Participating parolees call a toll-free number Monday through Friday to find out if they have been selected for testing that day. If selected, the parolee is required to report to a corrections center, a probation residential center or the jail for testing. Should the parolee fail to report or test positive, he or she is required to serve an immediate three-day sanction in the center or jail.

During the three-day incarceration,



*Substance-abuse treatment in the community includes monitoring to ensure that offenders are not using drugs. Above, probation agent Vanessa Taylor discusses the progress of a probationer with House of Commons Director Bill Carson (at right.)*

parolees cannot watch television, have visits or make telephone calls. They are only allowed to attend substance-abuse treatment programming and read literature about substance-abuse treatment or religious materials.

The program uses instant urine testing that reports use of marijuana, opiates, amphetamines and cocaine.

Those selected for the program include graduates of the Residential Substance Abuse Treatment program operated inside three Michigan prisons as well as other parolees who have had a history of substance abuse or have failed in other treatment programs.

Because drug use is reduced or eliminated among STOP II participants and their addictions do not progress to the point at which residential drug treatment is needed to stabilize them, the STOP II program frees up residential drug treatment beds for those who cannot be helped in any other way and for probationers who have not had access to those services in the past.

*One of the largest Night Hawk programs is in Oakland County, where 26 probation agents, working with 19 police departments and the Oakland County Sheriff's Department, conducted 92 ride-alongs, visiting 1,500 probationers' homes in 2000.*



## **Night Hawk and Fox Watch: Teaming with Law Enforcement Agencies to Protect the Public**

Special programs that monitor offenders with the assistance of local law enforcement agencies increased the department's capability to hold offenders supervised in the community responsible for their behavior.

One program – called Operation Night Hawk in most locations – is operating in 26 locations throughout Michigan. It involves 15 counties and dozens of law enforcement agencies. Both probationers and parolees are involved in the program.

The other program – Fox Watch – is operating in several probation supervision districts in Wayne County. It focuses exclusively on sex offenders who are on probation.

In both cases, field agents who volunteer to participate are periodically required to work at night and on weekends so they can, teamed with police officers, make unannounced home visits to offenders under supervision. Such visits allow them to make sure offenders are complying with conditions set by the court and the Michigan Parole Board.

In Operation Night Hawk, offenders have been targeted for special monitoring because of previous gang affiliation, because they are sex offenders, because they have been convicted of assaultive crimes or because they have special conditions that require onsite supervision such as curfews or a prohibition against drinking alcoholic beverages.



*Monitoring of sex offenders involves the use of polygraph examinations in some locations. At right, MSU Professor Frank Horvath explains the efficacy of polygraphs to managers in Field Operations Administration.*

Night Hawk programs, which expanded in 2000, are based on a program called Operation Night Light initiated in 1992 by the Boston, Massachusetts Police Department. That program was designed to combat gang violence by monitoring the behavior of gang members on probation during evening hours. Teams of police officers and probation officers made surprise visits to the offenders' homes outside of normal working hours to enforce curfews, restraints on movements outside certain geographic areas and other court conditions.

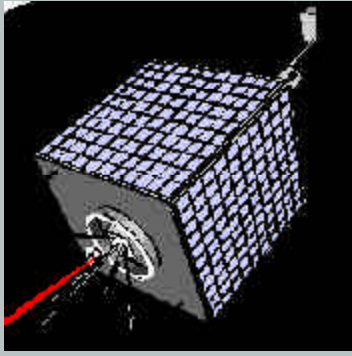
In Gov. John Engler's 1998 State of the State address, he challenged the MDOC to enhance probation and parole supervision through a program similar to the one operating in Boston. He called it Operation Night Hawk.

The department began with a program in Detroit in 1998 which has spread in various forms throughout the state.

One of the largest programs is in Oakland County, where 26 probation agents, working with 19 police departments and the Oakland County Sheriff's Department, conducted 92 ride-a-longs, visiting 1,500 probationers' homes in 2000. A total of 25 arrests on outstanding warrants were made as a result. The warrants represent about 200 violations – technical violations as well as new criminal activity.

MDOC officials in Oakland County believe that the program marks a new era in joint community policing. The intelligence gathering and exchange of information with police agencies has been helpful in combating new crime among probationers and in assisting police to find and arrest law breakers.





*The department is always looking at the use of technology to do a better job of monitoring offenders. Satellite tracking is currently under study.*

Throughout the state, the program puts teeth into the supervision process for felony offenders.

The Fox Watch program, which started in 1999, resulted in the arrest of 10 sex offenders for violating their probation during 2000.

Supervision of 265 sex offenders in the Southwest District Probation Office includes unannounced home visits during evening hours and on weekends by five agents.

The program also has streamlined the apprehension process whenever a

violation is found. It involves the agent hand carrying the signed warrant to the local law enforcement agency for execution after it has been expedited by the Court Services Unit in Wayne County.

Expansion of the program is planned for each of Wayne County's district probation offices.

## **Using technology to monitor offenders: the satellite tracking pilot**

During 2000, the department tested a satellite tracking system with some parolees in Kent County to find out if such a system could be cost-effective for supervision of certain offenders.

The step was a natural progression for the MDOC in its continuing efforts to improve monitoring of offenders in the community using the latest technological devices and approaches.

The department's Field Operations Administration (FOA) has been operating an electronic monitoring program for nearly 15 years. With approximately 3,000 offenders being supervised in this manner, Michigan has the largest state-operated system in the country.

The MDOC has been recognized as a leader in the use of monitoring technology and its monitoring program was one of eight in the United States selected by the National Institute of Justice and the American Probation and Parole Association to participate in a group to develop industry standards.



*Field agents work to make sure that the offenders they supervise are following the orders of the court, in the case of probationers, and the orders of the Parole Board, in the case of parolees.*

The monitoring system which has been in place since the mid-1980s, does not track the offender but is able to determine when an offender is within his or her home or the immediate vicinity. The system can be programmed to allow the offender to leave for work and school at certain times, but if the offender is not in the home when the program does not allow for the absence, the system alerts agents.

Some criminals, such as sex offenders, who may not violate traditional monitoring rules, are still capable of committing new crimes while on the monitoring device because of the wide latitude in movement allowed during the times a person can be out at work or at school.

The department has been searching for better monitoring devices for such offenders.

The satellite tracking system tested by the department in 2000 allowed the MDOC to observe the movement of the participating parolees on a map of the area. If a parolee removed or tampered with his or her transmitter, left the range of the receiver, entered an area that was excluded by the program, such as a school, or failed to charge the battery on the receiver, an alert was sent by fax, e-mail, a facsimile or a combination of methods.

Parolees selected for the Kent County pilot included sex offenders, those who had previously violated parole, offenders determined to be high or very high risk for committing new crime, those who were being very closely monitored by agents or those who had violated parole, those who had completed the Technical Rule Violator program and those who had returned to the community.

A total of 17 parolees participated in the tracking program for an average of 60 days.

At the end of the period, offenders reported believing that the tracking device made them more accountable for their behavior and time.

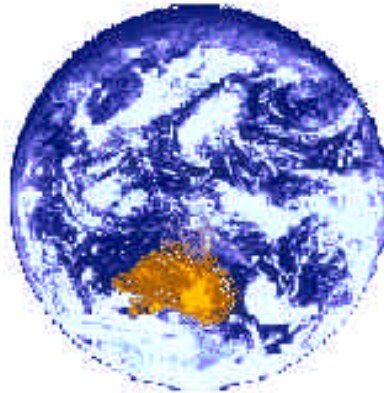
The equipment is more complex and difficult to use than traditional monitoring devices and because of its expense, may only be appropriate for certain types of offenders.

The department will continue to examine the use of this type of system and plans to run a second pilot in 2001 to test different communication systems available throughout the state. Equipment from other manufacturers will also be tested as it becomes available.

## **MDOC prepares to join automated victim notification service**

The department finalized plans in 2000 to augment its victim notification services by becoming part of a statewide automated system. Testing of the system was underway by the end of 2000.

Based on a national system called Victim Information & Notification Everyday (VINE), the system in Michigan is called the Michigan Crime Victim Notification Network.



It is a service of the Michigan Department of Community Health, Crime Victim Services Commission, in partnership with the MDOC, the Department of Attorney General, the Prosecuting Attorneys Coordinating Council, the Prosecuting Attorneys Association of Michigan and the Michigan Sheriffs' Association.

Through this system, victims and the general public can locate offenders in a county jail or a state prison and get other basic information by calling a toll free number that connects the caller to a center in Louisville, Ky., from which information on offenders is available 24 hours a day, seven days a week.

Victims who register with the MDOC will be automatically registered with the new system and assigned a PIN so they can receive automatic notification of certain events.

This automatic telephone notification will occur whenever there is an escape, a discharge by court order, release on bond or apprehension. This notification



*The needs and concerns of victims are carefully monitored by the department. Notification is being enhanced through participation in a statewide notification system. At left, victims discuss their issues with a member of the Michigan Parole Board.*

tion will replace the telephone notification that the MDOC now makes in the event of an escape.

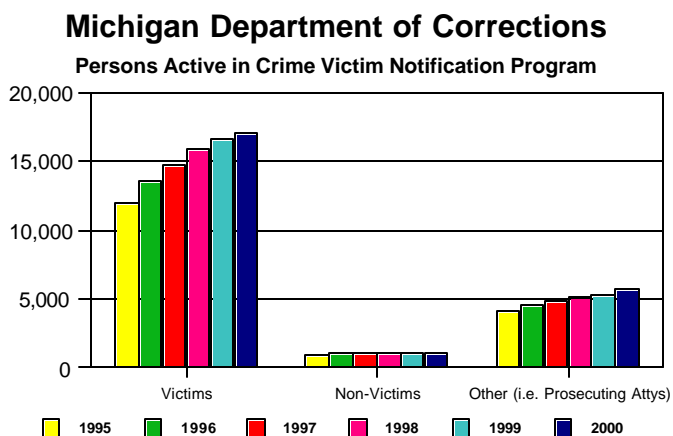
There is no cost to the victim or the MDOC for this new system which is being paid for by the Department of Community Health.

The MDOC has been notifying victims about offenders since passage of the state's Crime Victim's Rights Act in 1985. In 2000, more than 24,012 crime victims and relatives of victims as well as prosecutors and other law enforcement officials were notified of prisoners' movements in the MDOC. A total of 19,405 crime victim notifications, representing the movements of about 14,456 prisoners, were made.

Notification by the MDOC is made through written correspondence from the Crime Victim Notification Unit in Lansing. Additionally, if an escape occurs, staff at the facility where the escape occurred also notify the victim by telephone.

The MDOC currently notifies victims upon their request of:

- The earliest parole







*Charles Braddock, a member of the Michigan Parole Board, listens to crime victims.*

eligibility date of a prisoner

- The transfer of a prisoner to a minimum-security facility
- The release of the prisoner to a community residential program
- Discharge of the prisoner, which is sent 90 days before the prisoner is

discharged

• A public hearing regarding a reprieve, commutation or pardon of the prisoner's sentence by the Governor or a public hearing scheduled for a prisoner serving a life sentence

• An upcoming parole review 30 days before the Parole Board begins consideration of parole

- The Parole Board decision
- Prisoner placement in the Special Alternative Incarceration program
- Legal name change
- Escape

The MDOC will continue to make written notifications on all the events for which the statewide system makes telephone notification.

The VINE system will receive its information on state offenders through periodic daily downloads from the MDOC's database to the VINE system in Louisville.



*The Michigan Prison Build Program uses inmate labor to help low-income families acquire housing. Above, a family cuts the ribbon for a new house entirely built by prisoners at the Saginaw Correctional Facility. At right, prisoners at the halfway house in Kalamazoo repair a house for Habitat for Humanity.*



## Serving Michigan Communities

The department sees its role as one of protecting the public. In the process, it serves the public in various ways. It makes use of prison labor resources to help communities and public service agencies such as the Department of Natural Resources complete tasks that would otherwise go undone because of limited resources. Not only do the citizens of Michigan benefit from the work prisoners do, prisoners themselves are winners. They learn valuable work skills and habits and gain a sense of accomplishment, something many have not previously had.

The untapped labor of prisoners is also being used to benefit communities through the construction of housing and housing components through the Michigan Prison Build Program. This program helps low-income families achieve home ownership while steering prisoners toward productive lives after release.

The department has active partnerships with local communities in helping them to more effectively manage their local offenders and in preserving expensive and scarce secure prison beds for only the most dangerous and persistent offenders.



*At left, Director Bill Martin (middle) presented landscaping plans to the owners of a house built entirely by prisoners at dedication ceremonies. Above, prisoners at the Saginaw Correctional Facility work on the house.*

## **Prison Build Program takes on major tasks in 2000**

Working on two fronts, the Michigan Prison Build Program has helped build homes for 175 low-income families since its inception in 1998 while setting in motion a skills building and career track for more than 100 state prisoners.

Construction continued in 2000, and early that year the world's first entire Habitat for Humanity house ever built inside a prison was constructed at the Saginaw Correctional Facility.

The three-bedroom house was moved to its site in the City of Saginaw on March 17 and dedicated on March 27.

Female prisoners at the Florence Crane Correctional Facility presented the new homeowner with a landscape design, and women at the Scott Correctional Facility provided an afghan they had knitted.

In addition, wall panels for 114 houses and other housing components were built by prisoners at Saginaw and at the Ionia Temporary Facility, the Handlon Michigan Training Unit, the Mid-Michigan Correctional Facility, the Thumb Correctional Facility and the Chippewa Temporary Facility.

Three of the sets of wall panels were used in the state's Habitat for Humanity First

*Warden Barbara Bock (right) helped prepare land at the Saginaw Correctional Facility for installation of a concrete pad that will allow prisoners there to build several houses at one time on site.*



Lady Build led by First Lady Michelle Engler.

The Huron Valley Men's Facility donated horticulture products to two Habitat affiliates.

On the second front, the program began developing a systems approach to training prisoners to build houses and housing components and to create landscape designs and grow landscaping materials.

Working with other state agencies and with housing contractors and landscape architects, the program prepared to design seamless re-integration for paroled offenders who have participated in the build program.

Prisoners must complete one of two vocational training prerequisites – building trades or horticulture – to enter the building program. The curriculum has been standardized through a cooperative effort with the state departments of Education and Career Development. Private sector employees have reviewed and approved the curriculum.

Prisoners compete for jobs in the program. Not only need they be proficient in the skills needed to build a house and design landscaping, they must be able to work effectively with others.

Building houses is only the first step for these prisoners in making a successful return to the community.

A follow-up program in which prisoners are helped to find employment in the field through a web site at which their resumes are posted for examination by prospective employers is under development.



*First Lady Michelle Engler (left) worked with other Michigan women and first ladies from other states in 2000 to help build Habitat houses as part of the First Lady Build.*



The program is in the process of forming regional partnerships with faith-based organizations to help parolees find housing, transportation and clothing and to learn general life skills.

Tracking of the prisoners who participate and are released is planned.

The program is also developing a web site for placement of orders. A quality control system which provides for inspection of products prior to their shipment is in place.

To save transportation costs, the build program in 2000 entered into a first-of-a-kind relationship with the Michigan Army National Guard. Michigan soldiers fulfill military obligations by picking up the completed housing products at the prisons and transporting them to Habitat for Humanity construction sites throughout the state. The civilian soldiers delivered 79 sets of complete housing walls in 2000. They traveled over 27,000 miles to every region in the state, contributed over 1,000 personnel hours and saved Habitat for Humanity nearly \$50,000.

## **Restoring justice with community service**

- Cleaning up a state park
- Maintaining hiking trails
- Raking leaves, mowing grass and cleaning up cemeteries
- Washing police cars



*Kalamazoo prisoners (above and left) helped clean a local park in 2000 as one of a number of public works projects in the area.*

- Painting and repairing houses for Habitat for Humanity
- Planting flowers in city and county parks
- Cleaning up vacant city lots to reduce crime
- Preparing and maintaining snowmobile and horse riding trails
- Restoring bridges in recreation areas
- Cleaning up and improving county fair grounds

During 2000, state-supervised offenders, including prisoners, parolees and probationers, took on nearly two and one-half million hours of community service and public works jobs to help public and non-profit agencies with work that otherwise might have gone undone.

The work of offenders is divided into community service, performed as part of a criminal sentence, and public works, which is done by prisoners as a work assignment and a way to reduce prisoner idleness while helping the community.

In some cases, prisoners supervised in the community and those on probation or parole, join forces to tackle jobs such as cleaning highways.

In 2000, offender crews from corrections centers and from Technical Rule Violation centers, joined forces to clean 518 miles of highways throughout Michigan. The offenders, working many thousands of hours, removed about 8,000 bags of trash from expressways and state roads.

In Region III of the Field Operations Administration, prisoners from the correc-



*Above, prisoners repair a house for Habitat in Kalamazoo and at right prisoners from Camp Pugsley repair a snowmobile bridge for the Grand Traverse Conservation District.*

tions centers cleaned 330 miles of highways and collected enough discarded pop cans to purchase 57 dozen eggs, 80 pounds of sugar, 60 jars of baby food and 45 pounds of potatoes for local soup kitchens.

In Regions I and II, offenders from corrections centers and two of the state's Technical Rule Violation centers collected nearly 4,000 bags of trash in four counties.

In a special clean-up project in the City of Saginaw in 2000, prisoners from the Buena Vista Corrections Center helped clean up 20 Saginaw city lots.

Under the supervision of community service work officers, prisoners labored near inmates of the county jail to clear the lots of litter and scrub growth to eliminate blind spots where crime can occur and to improve the appearance of neighborhoods.

Public works assignments are an integral part of the boot camp program, both at the initial 90-day program near Chelsea, and later when offenders are housed in residential programs while on parole or probation.

In 2000, those housed at the Cassidy Lake boot camp facility worked for more than 100,000 hours to provide services to local communities, including the Jackson County Fair where they worked to improve and expand facilities.

Trainee work crews also participated in a street clean-up initiative on the east side of Jackson which included removing debris and weeds from street curbs and sidewalks. They placed and removed tires surrounding the track for the annual Grand Prix mini-car race held in Jackson on the Labor Day weekend and planted thousands of flowers in Jackson as part of a beautification project.

Every month in 2000 more than 1,000 prisoners from low-security facilities such





*Trainees from the department's Special Alternative Incarceration (boot camp) program work at the Jackson County Fair to plant flowers. They have also dug trenches for sewer and water lines for food trailers and constructed an extension for the fair's big entertainment stage.*

as corrections camps and other Level I housing worked under supervision in communities across the state tackling many jobs that could not be done without their help.

A partnership between Pugsley Correctional Facility, the Department of Natural Resources and the Grand Traverse Conservation District, for example, is keeping recreation trails open for hikers, snowmobilers and horse riders.

Conservation officials have said replacement and repair of the trails is essential to maintaining the infrastructure needed to encourage recreation in the area, a money-maker for the state and the region.

Work crews from Pugsley have also been working with the Grand Traverse Conservation District to restore streams and to control erosion.

The offenders are carefully screened to minimize risk to the public.

An average work crew consists of eight to 10 offenders. State corrections officers supervise prisoners while they work for an agency, unless approval has been granted by a warden and an official for that agency such as the State Police or municipal police department to provide supervision. Work crew supervisors are required to receive special training in managing the prisoner crews.

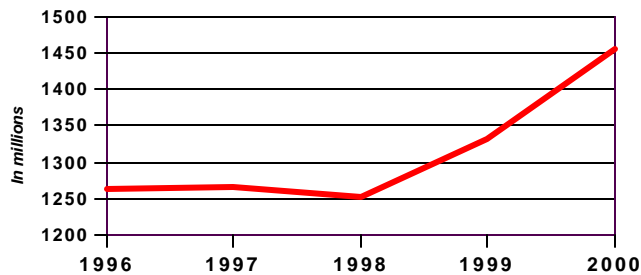
## **Community Alliances: Providing services to local government**

Since the late 1980s, the MDOC has been working creatively with local units of government to encourage the appropriate use of non-prison sanctions for offenders who otherwise might come to prison.



## MDOC Expenditures in Michigan

1996 - 2000



*The department spends millions annually throughout Michigan in the form of employee wages, purchase of supplies and services, reimbursement to county jails and grants to enhance community corrections programs.*

Two major funding programs – the county jail reimbursement program and the grant program administered by the department’s Office of Community Corrections (OCC) – offer financial incentives to local government to provide local sanctions for certain crimes and certain offenders who otherwise would be prison bound.

Under the jail reimbursement program, which began in 1988, counties have been paid more than \$122 million to house in local jails certain offenders instead of sending them to prison.

Counties are reimbursed \$47 a day for each diverted felon in larger counties and \$42 a day in smaller counties. Those diverted generally have sentencing guideline scores of 10 months or greater to 18 months or greater or are those convicted of a third offense of operating a motor vehicle under the influence of alcohol.

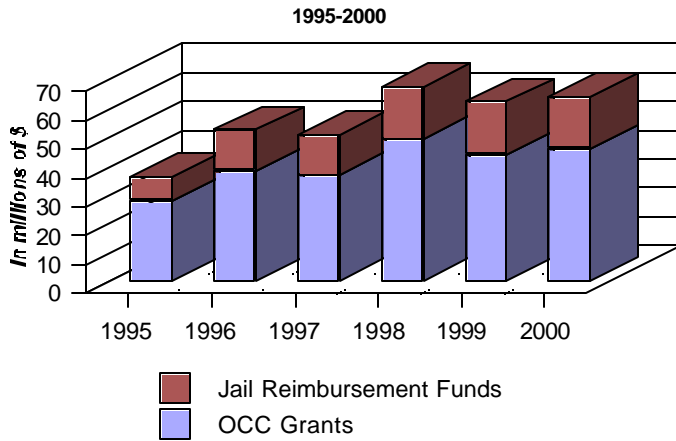
In FY 2000, the department paid nearly \$18 million to counties to house 3,900 offenders.

The OCC-administered grant program, which was created through Public Act 511 of 1988, has provided grants totaling more than \$219 million to counties to help them better manage their offenders through a variety of programs, including probation residential treatment and jail bed expansion.

In FY 2000, OCC awarded \$27.4 million in community corrections funds to support community-based sanctions and services in 72 counties.

Preserving scarce and expensive prison beds for only the most dangerous and persistent criminals has been the major goal of both programs.

## Awards of Community Corrections Fund



*The department has paid out between 1994 and 2000 nearly \$260 million to counties to enhance their criminal justice systems and to reimburse them for housing offenders who might otherwise have come to prison.*

Since 1991, when the first community corrections funds were awarded under the new law, the state prison commitment rate dropped from 37.3 percent to about 23 percent.

The state's new statutory sentencing guidelines, which went into effect in December of 1998, and which create a group of offenders who score out into what are called straddle cells with the potential of either prison or local sanctions, are making effective development and operation of community-based programs a priority.

In FY 2000, the department responded to the new guidelines by providing local jurisdictions participating in the program with more resources, technical assistance and training.

The assistance was geared toward helping identify felons likely to be sentenced to prison under the new guidelines and to match these offenders to the appropriate interventions.

An increased emphasis on treatment-oriented programs, funded in part or entirely through OCC-administered grants, continued in 2000.

More offenders with higher sentencing guideline scores and probation violators were enrolled in local residential treatment programs. Such increases are expected to continue as increasing numbers of offenders are sentenced under the new guidelines and as greater reliance is placed on using combinations of jail and other community-based programming for those offenders who score out under the guidelines for either prison or community sanctions.

Many prison-bound property or drug offenders with substance abuse problems



*The use of probation residential centers has increased in recent years. At right, a staff member at a Flint center checks security.*



were identified for programs such as cognitive behavior programs. A number of jurisdictions initiated these types of programs in 2000 or began plans to start them in FY 2001.

Educational programs were enhanced with the use of computer-assisted instruction. These services are being made available in jails, residential centers and at other locations. The programming has been developed through partnerships with local school districts.

The emphasis on employment was also strengthened in 2000. The focus has not only been on job placement but on education, employability, employment and job retention.

Increasingly, employment needs are being addressed through partnerships with Michigan Works agencies.

Use of probation residential services continued to increase in FY 2000; the average daily population in residential programs increased from 588 in FY 1995 to 945.7 in FY 2000.

It is believed that local communities and criminal justice practitioners have become more accepting of such treatment programming and that increasing emphasis is being placed on short-term residential services followed by day reporting, residential substance abuse services and outpatient treatment as part of a continuum of sanctions and services.

The emphasis is on using short-term residential care as part of a continuum of sanctions and services such as residential treatment followed by day reporting or residential substance abuse services followed by outpatient treatment.



*At left is construction on the dormitories and administration support unit for the Monroe County Jail, which was funded, in part, through a grant from the department's Office of Community Corrections.*

It is expected that the new sentencing guidelines will produce increased demands for residential services for those offenders with guideline scores in the straddle cells and those at the high end of the intermediate sanction cells (and thereby likely to go to prison). It is expected that such offenders might face a term in jail followed by placement in a residential program.

Increased use of residential services contributes to reductions in prison admissions, reductions in length of stays in jail and offender rehabilitation.

From FY 1996 through FY 2000, a total of \$11.6 million was awarded to help counties expand jail capacities or to increase the availability of beds in residential programs. Through September, 2000, 1,332 beds have been added to local jails and 111 were added to residential centers. The projects, when completed, will increase local bed space by a minimum of 1,744 beds.

The additional jail beds reduce jail crowding, improve jail management, reduce liability risk and increase the community's ability to house sentenced felons.

### **Electronic monitoring services for communities**

In a related matter, the MDOC continued in 2000 to assist community agencies monitor some offenders electronically.

Monitoring services are provided to 22 county and local agencies throughout the state. About 80 offenders are supervised.

Local agencies are charged \$5.30 a day for each offender for which the MDOC



*Grants from the department support programs such as the residential program in Kalamazoo that trains offenders to cook and run their own restaurant.*

provides the equipment and the monitoring but not the hook-up. If the MDOC does the hook-up, it charges the agency \$7.50 a day.

Among the agencies for which the MDOC monitors offenders are: probate courts, the family divisions of circuit courts, OCC-funded agencies, local sheriffs' departments, district courts and tribal councils and Indian courts.

### **County jail services**

During 2000, the County Jail Services Unit, which helps counties with technical expertise on building and managing jails and which inspects county jails to monitor compliance with state jail rules, reduced the inspection time from two and three-year increments to one and one-half years.

Once the department decided to reduce the time between inspections, a data base was established which sorted the dates of the last inspection at each jail. Inspectors were challenged to complete the process using the oldest inspection date first.

When jails are inspected more frequently, counties are allowed to put new policies and procedures in place in a timely fashion which reduces liability and provides a more safe and secure environment.





*The department's FY 2000 budget included funding for operation of the State Prison of Southern Michigan, which has been remodeled.*

## Managing the state's financial resources

The department continued in 2000 to seek cost-effective ways to manage its programs and operations.

Managed care in the areas of medical care and residential treatment for substance abusers have been two areas where the department is achieving success in providing the most services for the least amount of money.

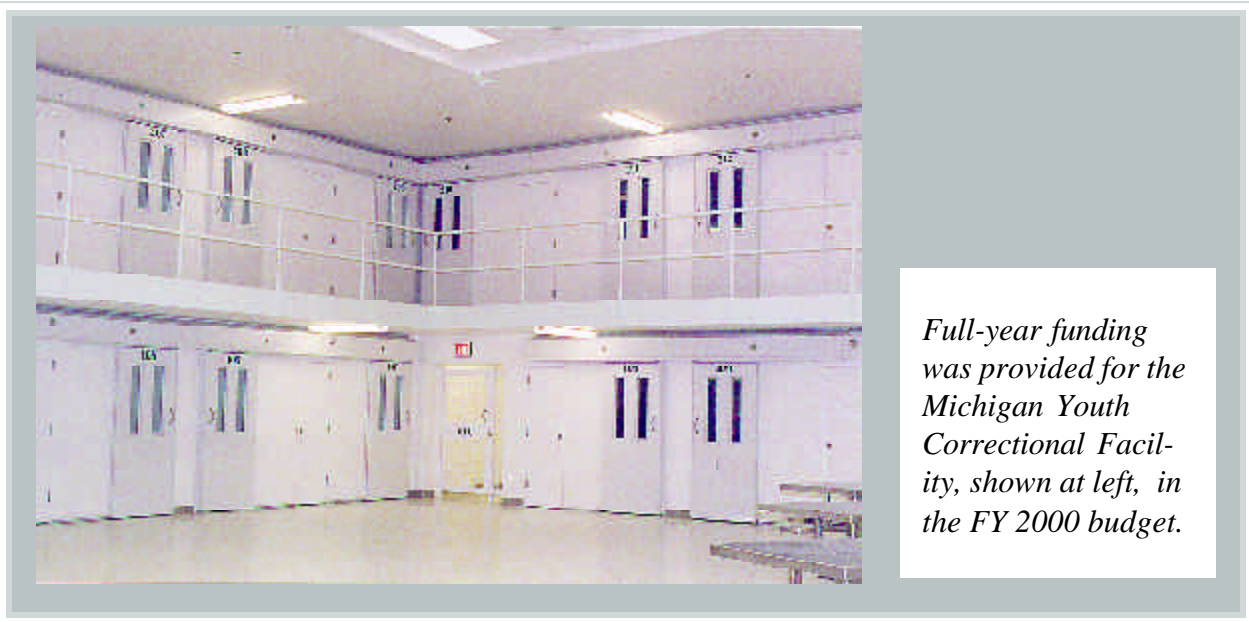
Efficiencies in operation of the department's Technical Rule Violation program offers the promise of cost reduction, and prison-grown vegetables are saving many thousands in food costs annually.

The 2000 annual budget provided for operation of new prison housing, additional staff for the expansion and special programs to reduce reliance on expensive high-security beds.

A halfway house in Kalamazoo which had housed prisoners nearing parole was converted to a residential center for parolees and probationers.

A pilot was started in Ingham County to test the efficacy of an automated reporting system for low-risk probationers.

Expansion of a management information system called OMNI, designed to create a centralized data system on all offenders and to give field agents an electronic case management system occurred in 2000.



*Full-year funding was provided for the Michigan Youth Correctional Facility, shown at left, in the FY 2000 budget.*

## **2000 FY budget allows prison bed expansion**

Much of the 8.8 percent increase in the 2000 FY budget over the 1999 budget was earmarked for the operation of 4,712 new prison beds.

Construction of the new beds, including expansion of eight existing prisons, conversion and expansion of two previous camps and creation of two new prisons, was funded through a capital outlay appropriation awarded in 1998. A significant portion of the \$62.7 million set aside in the 2000 FY budget for operation of the new housing was offset by elimination of appropriations for leased beds, including housing in a Virginia state prison, which ended in March of 2000.

The 2000 FY budget of \$1.6 billion also provided for \$17.7 million in operational funds for the State Prison of Southern Michigan which was remodeled to provide 488 beds and for an additional 265 beds at the Southern Michigan Correctional Facility.

The prison expansion required an increase of more than \$7 million for new employee training.

The budget also provided the balance of the full-year funding needed for the Michigan Youth Correctional Facility in Baldwin. Federal grants under the 1994 federal Violent Crime Control and Law Enforcement Assistance Act pays for most of the operational costs of this prison. This privately-constructed and operated facility is estimated to save the department more than \$4.5 million annually.



*\$30 million was allocated in FY 2000 for education programs in Michigan prisons. At left are prisoner-students at the Newberry Correctional Facility.*

Over \$22.1 million was appropriated for substance abuse programming in FY 2000. Programming includes a drug treatment readiness program, an outpatient program and a residential program.

Outpatient programs are offered at 22 prisons, all camps and most community corrections centers. A prison-based residential program is available at three prisons – Macomb and Cooper Street correctional facilities for males and at Camp Branch for female prisoners.

Funds were allocated in 2000 to continue two programs which are designed to reduce the number of high-security beds needed throughout the system for difficult-to-manage prisoners.

One, called Project RESTART, gives select prisoners at the Oaks Correctional Facility the opportunity to take part in a nine-week boot-camp-type program designed to help them learn how to function appropriately in a prison environment. The program offers strict discipline, physical training and intensive counseling.

The other, called Project CHANGE and operated at the Michigan Reformatory, requires select prisoners to participate in the program which uses cognitive restructuring as a tool for adjustment.

Other major components of the 2000 FY budget:

- \$4.9 million for clothing and uniform requirements for prisoners
- \$102.8 million for parole and probation supervision of more than 65,000 offenders
- \$30 million for educational programs for prisoners





*Telemedicine saves prisoner transportation costs. At left, the coordinator -- Lynette Holloway -- demonstrates the equipment on her eye.*

The budget reflected a savings of \$6 million through the closing of six corrections centers in FY 1999. The centers were closed as a result of the Truth in Sentencing law which eliminates placement of offenders in community centers before their minimum prison sentence has been completed.

## **Cost efficiencies in 2000**

### **Telemedicine**

About \$134,000 in prisoner transportation costs was saved during the 2000 FY through use of telemedicine, a method of electronically sending and receiving images from two locations simultaneously. With it, prisoners can be examined by medical specialists without leaving prison.

Access to telemedicine has been provided to 32 prisons from 13 prison health sites and three hospital sites. Prisoners are transported to one of the prison telemedicine sites, and specialists see patients at the hospital sites, which include the Duane Waters Hospital at the Egeler Correctional Facility. Specialists examine patients using remote viewing. They can review X-rays and use other electronic diagnostic tools during the course of their examinations.

In 2000, the system was expanded to include the school of optometry at Ferris



*Substantial cost savings have been achieved in prisoner health care through use of a managed care provider. At left, a lab technician at the Duane Waters Hospital prepares blood for testing.*

State University, to include hospitals specializing in liver function tests and biopsies of liver tissue and to the infectious disease clinic at Hackley Hospital in Muskegon.

In addition, the technology has been expanded by using it for some Michigan Parole Board hearings, for remote mental health evaluations of prisoners and for training health care staff.

### **Gatekeeper for Substance Abuse Residential Treatment**

In 2000, the MDOC took a managed care approach to placing offenders in residential care for substance abuse.

The goal has been to provide quicker residential treatment for drug-abusing felons under supervision in the community while making it easier for field agents to find such placements.

The program is administered by the Field Operations Administration (FOA) and is in place in all three regions of the state.

The gatekeeper program helps the FOA balance its use of community beds – to avoid having waiting lists one place and empty beds in another place.

Agents place one call to the gatekeeper – CompCare with an office in West Bloomfield – to get a bed. Prior to the program, agents had to call each individual program to determine bed availability and program admission criteria. Frequently, they were not aware of all the programs that existed statewide.

The screeners at CompCare, who have a clinical background in substance abuse



*Managed health care saves the Michigan Department of Corrections millions annually in the area of speciality clinics and hospitalization. The department's hospital at the Egeler Correctional Facility provides basic services, including x-rays.*

treatment, determine, based on the agent's information, whether the offender requires in-patient treatment and, if so, where the best placement would be. The agency has placed more than 1,000 offenders in residential care since the program started in early 2000. It has eliminated waiting lists for all offenders except those yet to be released from jail or those with a medical or psychiatric problem that must first be resolved before they can enter treatment.

In addition, the gatekeeper has been able to work with the Department of Community Health to get beds quickly for offenders who might otherwise be turned down if a regular corrections placement isn't available.

Placing offenders who need residential substance-abuse treatment in programs as quickly as possible reduces the risk they represent to the public and increases the likelihood of successful treatment.

### **Managed Health Care Savings**

In FY 2000, the department continued to save money through use of managed health care for its prisoners.

Under a contract with Correctional Medical Services Inc., the department saved about \$12.5 million during the year through a number of managed care tools, including reduction in off-site hospitalizations and in reducing the average number of days of hospitalization.



*Duane Waters Hospital houses a pharmacy and special units for chronically ill or contagious prisoners as well as regular beds.*

An important way to reduce hospitalization is by monitoring and aggressively treating prisoners with chronic health problems before they require hospital care. CMS negotiates contracts with off-site specialists and hospitals to gain the most economical rates possible.

Since managed health care came into being in 1997, the state has saved about \$52 million in health care costs.

More annual cost savings are guaranteed under a modification to the contract made late in the 2000 fiscal year.

This modification, which is guaranteed to save the MDOC at least \$500,000 annually, added the primary care providers or physicians, physician assistants and nurse practitioners, to the contract with CMS, so they became part of the managed care system. Their wages are paid by CMS.

Physicians and mid-level providers such as physician assistants and nurse practitioners, act as gatekeepers in determining hospitalization and specialty care for prisoners. When they are part of the managed care system, their decisions become more consistent with the concept of restricting care to only that which is medically necessary. By becoming CMS employees, these care providers make referrals for off-site hospitalization and specialty care for prisoners only when those services are medically necessary according to nationally accepted criteria.

Placing physicians and mid-level providers within CMS has had other benefits, too.

The department has historically found it difficult to recruit and maintain these





*Health care services, such as those found at the Duane Waters Hospital, require a significant allocation of resources but managed care has reduced costs in the area of hospitalization.*

types of employees. Of the 65 physician positions in the MDOC, the department was able to fill only about half with Civil Service employees; the rest had to be filled with persons hired through temporary employment agencies, a very expensive venture.

CMS, with a full-time recruiting staff searching nationwide, was able to fill all the positions quickly. Within four months of initiating the contract, virtually all positions were filled or had candidates in the hiring and training process and by the sixth month, all the positions had been filled.

Most of the existing health care practitioners who were employed as Civil Service employees chose to join CMS.

As a way to reduce prisoner transportation costs and the cost of specialty care, all CMS primary care staff are trained in providing services that might otherwise require outside treatment such as simple suturing, punch biopsies, needle aspiration of joints and a number of other minor procedures.

### **Offenders paying their own way**

Offenders frequently pay to offset some of the costs involved in incarceration and other dispositions.

#### **Health Care Co-Payment**

Prisoners pay a \$3 co-payment when they request routine medical care except in



*Offenders' fees for electronic monitoring help offset costs.*

some cases. Those cases are when it is a work-related injury documented by the prisoner's work supervisor, when it is for testing for communicable diseases such as AIDS, when it is a mental health care need or when it is an emergency. If the emergency is due to an intentional self-inflicted injury, the prisoner is responsible for the full cost of the care. If the prisoner has no funds, treatment is still provided and the fee is considered an institutional debt. Negative balances can be referred to the Department of Treasury for collection after the person is released from prison. So far, the co-payment has helped to dramatically reduce requests for unnecessary health care appointments by offenders. The reduction in frivolous requests for health care, in turn, has led to more proactive nursing contacts to prevent illnesses among prisoners and, therefore, lower costs to taxpayers. During the 2000 fiscal year, prisoners paid \$147,819.82 in co-payments.

### **Prison Reimbursement Act**

This law -- MCL800.401 -- allows the Michigan Attorney General, on behalf of the state, to collect money from prisoners to help defray the costs of imprisonment. The state seeks reimbursement if a prisoner has enough money to recover 10 percent of the estimated cost of imprisonment or 10 percent of the estimated cost for two years, whichever is less. During the 2000 fiscal year, a total of \$932,187 was collected for the state's coffers.



*Supervision fees paid by offenders help cover the cost of special programming. Here, Probation Agent Abigail Callejas (right) meets with Dr. Donald Wild of the Total Health Education facility in Lansing. A wide variety of services, including counseling, are provided.*

### **Payment for Electronic Monitoring**

State offenders being supervised with electronic monitoring equipment pay a daily fee of \$7.30 which is the basic cost of monitoring one offender for one day. During the 2000 fiscal year, \$4.4 million was collected from offenders.

### **Payment for Community Corrections Centers**

Prisoners and parolees in community corrections centers are required to pay their own support by paying board and room. The cost of housing at a corrections center is determined annually by the deputy director of the Field Operations Administration. Those unable to fully reimburse the state for costs are required to perform community service work in lieu of payment. A total of \$2.4 million was collected to pay board and room during the 2000 fiscal year.

### **Parole and Probation Supervision Fees**

Supervision fees, ranging from \$10 to \$30 a month, are charged to offenders on probation and parole. The fee is calculated based on the offender's projected monthly income and financial resources. A total of 20 percent of the money collected by the department is kept for administrative costs and for enhanced offender services which can



*52,000 pounds of potatoes were harvested at the Newberry Correctional Facility in 2000.*

include counseling, employment training and placement and education. During the 2000 fiscal year nearly \$7.6 million was collected from these fees. Besides helping to offset the cost of state supervision, the fee requires offenders to help repay the damage they did when they committed their crimes. Increases in the fee collection is the result of probation and parole agents holding offenders accountable for their behavior and assisting them in finding and maintaining employment.

### **Helping prisons become more self-sufficient**

One of the MDOC's long-term goals is to increase self-sufficiency in prison operations as a way to save taxpayer dollars and to reduce prisoner idleness.

To achieve that goal, the department has been exploring the expansion of farming operations in our system. Three prisons were identified for the initial expansion – the Gus Harrison Correctional Facility, the Newberry Correctional Facility and Marquette Branch Prison.

Producing food inside prisons is an important way of gaining self-sufficiency. The introduction of institutionally produced foods to a prison menu can have a dramatic impact on the cost of feeding prisoners. Purchasing milk and produce on the open market can add as much as 50 cents a day to the cost of feeding each prisoner.

During 2000, the first crop of potatoes was harvested at the Newberry Correctional Facility. A total of 52,000 pounds or 26 tons of potatoes was dug out of the ground and used at the prison and distributed to several other facilities.





*Prisoners plant vegetables at Adrian (above) while inmates at Marquette Branch Prison milk cows at the dairy farm there.*



In the future, the addition of irrigation equipment and higher yield varieties of potatoes are expected to more than double production.

At the Adrian prison, more than 46 tons of vegetables were grown by prisoners on a 16-acre plot adjacent to the prison. Most of the tomatoes, peppers and onions grown were used in the prison kitchens or donated to other prisons. The harvest provided fresh vegetables to 10 prisons during the two-month long harvest season.

A hydroponics program, which is being used to grow lettuce and tomatoes, has been started to provide year round vegetables. Enough lettuce is being grown to meet 50 percent of the prison's needs.

During the 2000 growing year, more than 121 tons of fresh vegetables were grown by prisoners throughout the system, much of which went to prison kitchens. The rest was donated to homeless shelters, food banks, nursing facilities and homes for battered women.

The cost of such produce, if purchased wholesale, represents a cost savings for the prisoners and community organizations of \$160,000.

For the most part, the vegetables and other plants are grown as part of a prison's horticulture program in which inmates learn the skills needed to go into landscaping and plant nursery work when they leave prison.

At Marquette Branch Prison, 88 cows produced 141,635 gallons of milk in 2000, equaling more than two million servings or enough to serve 5,000 prisoners in a year.

Future plans by Marquette and Michigan State Industries, which has taken over



*At Marquette, a total of 88 cows produced 141,635 gallons of milk in 2000, or enough to serve 5,000 prisoners in a year. At left is a prisoner in the dairy operation and above, Farm Manager Dan Kolpack checks on a new calf.*

processing of the milk produced by the dairy farm, are to provide cultured milk products like cottage cheese and ice cream.

Marquette also has 188 head of beef cattle they keep at the Mangum Farm, a minimum-security operation several miles from the main prison. The cows are fed silage grown by the prisoners, but the long-range plans are to pasture the herd on an adjacent 178 acres of land.

The meat is used at the prison and Camp Ottawa.

The long-range plans are to supply meat on a routine basis to more facilities.

A total of 300 bales of hay cut from the land cleared at Newberry for its potato crop was sent to Marquette to feed the dairy herd.

### **Federal grant rewards state for incarcerating dangerous offenders**

Federal funds totaling \$17 million to house violent criminals was awarded to the department in 2000.

The grant, awarded under the federal Violent Crime Control and Law Enforcement Assistance Act of 1994, is the fifth awarded to Michigan since the program began. It brings to \$91.4 million the total amount the MDOC has received.

Michigan was awarded the grant money because of its efforts to keep violent offenders in prison. Michigan ranks fourth among states in the amount of money it has received.

The program requires that offenders convicted of Part I violent crimes serve no



*Above, the Huron Valley Technical Rule Violator Center was the scene of a quick diversion pilot.*

less than 85 percent of their sentences. In Michigan, felons convicted of these crimes, which include murder, forcible rape, robbery and aggravated assault, already serve an average of more than 113 percent of their minimum sentences.

Michigan also qualified for the grant because the percentage of persons sentenced to prison as a disposition for a Part I crime conviction has increased.

The funds are used to pay for expansion of the state's prison system and the operation of the Michigan Youth Correctional Facility in Baldwin, which is operated for Michigan by the Wackenhut Corrections Corp.

### **Quick Diversion program opens space for other programs**

In March of 2000 a pilot project started at the Huron Valley Technical Rule Violator center which reduces the number of days select offenders stay in the program from 90 to 42. Since then, the program has reduced its bed count by 40 leaving room to develop another residential treatment program dealing with controlling assaultive behavior.

Since its creation in 1991, the MDOC's Technical Rule Violator (TRV) program has been highly successful in reducing reliance on prison as a sanction for technical violators of parole and prisoners assigned to community residential programs.

Every year, more than 2,000 offenders go through the 90-day residential program, which includes substance-abuse testing, counseling, school and public works assignments. The offenders – mostly parole violators – are housed in secure facilities much like minimum-security camps.





*Public works projects are an integral part of the Technical Rule Violator Center program. Here, a participant mows the lawn around the state Forensics Center near Ypsilanti.*

Even though the TRV program has been one of the most cost-effective tools the MDOC has developed to keep offenders who don't present a serious risk to society out of expensive and limited prison beds, the MDOC believes all programs require a periodic evaluation to see if efficiency can be increased.

The current cost of the program, which is administered by the Field Operations Administration (FOA), is about \$4,400 for the 90-day stay.

FOA officials started the pilot to find out if the TRV program had to be 90 days to be successful. They knew from their experience with inpatient substance abuse treatment that there isn't a magical number of days that an offender has to be in a program for it to work.

Under the pilot, all parole violators coming to prison for the first time can be returned to parole in 42 days, a cost savings of more than \$2,000 for each offender.

The impact of the shorter stay is being evaluated but so far there has been no statistically significant increase in offenders returning to TRV.

To help the Quick Diversion parolees gain the most out of their 42-day stay, a program has been designed that includes all the major programming the 90-day program has.

A major feature of the pilot is making sure the parolees take the reduced length of stay as seriously as they might have taken a 90-day stay. To that end, a committee meets to determine what sanctions a parolee might be given for misbehavior in the program. A major sanction is a longer stay in the program.



*Laraine M. Van Lopik, center supervisor in Kalamazoo, removes the old sign prior to conversion of the center to a facility for parolees and probationers. The conversion is expected to be a model for other centers undergoing transition.*

The beds saved through the reduced stay are to be developed into a program to deal with domestic violence.

## Operational efficiencies improve operations

### Conversion of the Kalamazoo Corrections Center

Late in 2000, the Kalamazoo Corrections Center reinvented itself to better serve the needs of the MDOC and the public it serves.

It stopped housing prisoners and started providing programs primarily for parolees, including the STOP program, which immediately sanctions parolees by confining them to the center for three days if they test positive for drug use.

The MDOC ended a seven-year lawsuit with the City of Kalamazoo about the location of the center by agreeing not to house prisoners at the center after Oct. 1, 2000.

The transition from a corrections center to what is now called the Kalamazoo Residential Programming Center came after months of hard work by staff there.

It is the first center in the state which has been converted to other correctional uses by the MDOC and, as such, can be used as a model for other state corrections centers.





*A probation kiosk, allowing automated reporting by certain low-risk offenders, was started in Ingham County in 2000. It allows probation agents to focus more of their attention on higher risk cases.*

Six other centers across the state were closed in 1999 as a result of Truth in Sentencing, which eliminated disciplinary credits and placement of prisoners in the community prior to completion of their minimum sentence. Eventually, the centers not closed by the MDOC may be converted to similar uses.

Besides the STOP program, the converted Kalamazoo center currently provides housing for other parolees who are being sanctioned for misbehavior and residential placement for offenders who have no other approved placement. It houses an aftercare program for the Special Alternative Incarceration program.

Plans were underway at the end of 2000 to start a restitution enforcement center in which parolees and probationers who are delinquent or resistant to paying restitution and other court-ordered fees can be lodged for up to six months while they work and make payments as well as pay rent to the center.

A cognitive restructuring program was also to be located at the center.

### **Probation Kiosk in Ingham County**

An automated reporting system for low-risk probationers was piloted in Ingham County in 2000.

The goal was to free up time for closer supervision of high-risk cases by automating a portion of the face-to-face reporting required of certain minimum-supervision probationers.



*The system is programmed to recognize the probationer through use of a fingerprint scanner attached to the hardware inside the kiosk.*

The system was the first in the state to be used with felons and is being paid for by a \$10 monthly service fee charged to all probationers assigned to the system.

The system – called PAM (Probation Automated Management) – is housed in a small kiosk or small pavilion with three open sides (much like an ATM) which sits in the waiting room of the probation office.

It contains a data base of information on each probationer assigned to use the kiosk, including special conditions. The probationer uses a coded magnetic stripe card to sign in and respond to questions about employment, use of drugs or alcohol, arrests and court payments.

The system is programmed to recognize the probationer through use of a fingerprint scanner attached to the hardware inside the kiosk.

The information provided by the

probationer is stored for later use as part of an agent's case notes and can be printed out for dissemination to supervisors or the court. It is programmed to immediately alert staff at the probation office whenever something unusual is happening.

Unknown to the offender, the alert is triggered if the probationer is being sought by police or if the probationer answers affirmatively to questions about illegal activities including use of drugs.

The system generates a late letter for those who have not reported on time.

Statewide, about 55 percent of the probationers under supervision are classified to minimum-supervision caseloads. For the most part, these offenders are employed, are in compliance with the terms and conditions of their probation and are making regular payments toward their fines, court costs, restitution and supervision fees. They do not require a great deal of intervention on the part of the probation officer but a number of contacts must be made and compliance with conditions of probation must be monitored.

Since the pilot began, more than 98 percent of the probationers using the system have made the required payment to participate and more than 96 percent are reporting within the required time frame.

Expansion of the program is expected to occur when it can be effectively linked to the department's computerized



*OMNI is an essential tool for agents. During 2000 the data processing system was fully put into place in Region II. Roll out was started in Region I and Region III is expected to get the system in late-2001.*

information system called OMNI which has not yet been put in place in Ingham County. Agents should be able to enter data on offenders in the OMNI system and have it be available on the Kiosk reporting system to avoid duplication of entry.

### **Expansion of OMNI**

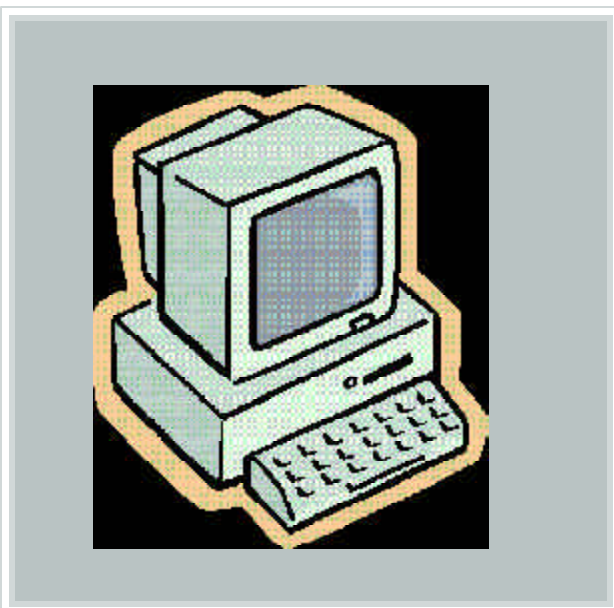
The department has been working since the mid-1990s to complete development of a complex management information system that helps employees access a rich data base of all convicted felons in Michigan, including probationers and those sentenced to jail. It is being developed by the Field Operations Administration (FOA).

In 2000, roll out of the system – called OMNI – was completed in Region II of the state and implementation was begun in Region I (Wayne County).

The accomplishment required replacement of computer operating systems on 1,300 personal computers, the replacement of 1,000 personal computers, incorporation of 100 enhancements to the application suggested by Region II staff and upgrading of data communication lines in 18 sites.

Expansion to Region III is planned beginning in November of 2001.

OMNI is being developed not only to create a centralized data system on all offenders supervised by FOA but to provide agents with an electronic case management system. Before OMNI, nearly all case management activities were done manually. In most cases, the same information was being added to a multitude of documents by hand.



It was designed, with substantial help from agents, to make it easy to use and to help probation and parole officers manage their caseloads more effectively.

Where available, agents have been using the system to keep track of offender movements, to record sentences, to enter substance-abuse treatment and testing records, to keep track of community service hours ordered and completed, to document case notes and supervision plans, to assess supervision levels, to keep track of offender income and to enter violations including MDOC's responses to those

violations.

It allows the department to conduct meaningful trend analysis in such areas as substance abuse and testing, employment, use of community resources, fee collection and violation activity.

During 2001, modules will be added to OMNI to automate the legislative sentencing guidelines and pre-sentence reports. An interface with the information system of the State Court Administrator's Office to allow staff to import court data when an offender is referred for a pre-sentence investigation is likely to come on-line in 2001 as well.

A link will be built in to allow agents to query the Law Enforcement Information Network.



An interface to a data system in the Michigan Department of Treasury has been written which will assist with the collection of rent, tether fees and supervision fees for discharged offenders.

Incorporation of the department's STOP program is expected to provide that program with a



centralized data collection system and reduce redundant data entry.

Plans are also underway to allow the gatekeeper for substance-abuse treatment services to gain access to offender data required for offender evaluations.

Eventually, the department's data base of prisoners and parolees – Corrections Management Information System (CMIS) – will be replaced by OMNI.

The department is phasing in the conversion, starting with reception centers and the misconduct process, and anticipates completion within the next two to three years.

When the OMNI system is completed, it is expected to be the only one of its kind in the nation in terms of its depth.



## **Managing the state's prison population**

The state's prison population grew in 2000 and additional housing was opened to meet the needs.

Efforts were successful in recruiting the staff needed to fill positions in the expanded and new prisons.

### **Expansion of the prison system in 2000**

Many prison construction projects set in motion with a capital outlay appropriation of \$198 million in FY 1998 came into being during FY 2000.

A total of 2,800 new prison beds were opened during the year.

A housing unit of 240 beds was opened at the Baraga Correctional Facility, and 190 beds were opened at the Crane Correctional Facility.

A total of 480 beds were added at the Cooper Street Correctional Facility.





*Camp Ojibway was expanded and converted to a correctional facility in 2000.*

Camp Ojibway, with 480 beds, was expanded to 960 beds and converted into a Secure Level I facility.

A new prison – Pine River Correctional Facility – providing 960 Secure Level I beds near St. Louis was opened.

A total of 488 beds were opened at the State Prison of Southern Michigan which began housing Level III prisoners from Western Wayne Correctional Facility when the MDOC began moving female prisoners there from the Crane Correctional Facility. Creation of this new prison from the breakup of the larger Jackson prison complex was mandated under the 1985 Hadix v. Johnson consent decree. Funding for this renovation came from a separate appropriation.

Opening of the new beds allowed the state to end the housing of Michigan prisoners in the State of Virginia during 2000.

In 2001, a total of nearly 1,500 beds, including housing units at Macomb, Lapeer and Saginaw correctional facilities are expected to be opened. A 1,500-bed Level IV prison in Ionia is expected to open in October, 2002.

Enough new housing has been or is being added to the system to meet anticipated prison bed needs through 2003.

### **Recruiting to staff new prisons and prison expansion**

The expansion of the prison system and normal staff turnover required exceptional effort on the part of the MDOC's Recruitment Section.



*Job fairs held at state prisons helped recruit staff. At left, RUM Brad Peet from the St. Louis Correctional Facility talks about jobs inside housing units with visitors at the Handlon Michigan Training Unit in Ionia.*

During the year, more than 1,300 new corrections officers were hired from an application pool of more than 3,000. During the two years of the prison expansion, a total of 5,177 applicants were interviewed and 2,650 were hired.

The large applicant pool was created through a variety of methods. A major factor was the change, made in 1999, which allows applicants to earn 15 semester hours of college credits in human services within 18 months after hire, rather than prior to employment.

Recruitment officials said they believe the change increased the officer applicant pool by 400 percent.

Additionally, staff from the Recruitment Section and members of the department's statewide recruitment team attended 110 recruitment events during the year at colleges, high schools, churches, county fairs, ethnic festivals, National Guard armories and community meetings. Several prisons hosted job fairs.

Job fairs at prisons in Muskegon and Ionia drew more than 1,200 community members interested in learning about jobs in the MDOC; nearly 600 persons filled out applications for various jobs.

Hosting the fairs were the Handlon Michigan Training Unit in Ionia and the Brooks Correctional Facility in Muskegon, but staff from all prisons in both communities assisted.

Employees representing various classifications in the MDOC were on hand to answer questions. Recruiters were also available to discuss opportunities in health care,

library services, teaching, the chaplaincy, food services, building trades, business and accounting, administrative support and prison counseling. Information on the job of corrections officer was also available.

At both locations, Internet access to ijob, the Civil Service website and the MDOC website was provided to participants.

## Managing difficult prisoners

A wide variety of specialized programs for difficult-to-manage offenders are currently in operation throughout the Michigan prison system.

One – at the Handlon Michigan Training Unit in Ionia – provides a residential program for prisoners who are developmentally disabled or who otherwise are having difficulty coping in the general prison population.

Others, including two at the Michigan Reformatory in Ionia, use cognitive restructuring to reduce assaultive behavior and keep prisoners out of administrative segregation.

Another program at the Oaks Correctional Facility in Manistee uses a boot-camp approach coupled with intensive counseling to keep selected volunteer prisoners from long-term administrative segregation housing.

A wide variety of outpatient and residential housing programs are available for mentally ill prisoners.

In 2000, two more programs for difficult prisoners were started in the MDOC. One targets mentally ill prisoners who often end up in administrative segregation and the other is aimed at the system's most dangerous and escape-prone prisoners.



*A special program for mentally ill prisoners which works to keep them out of administrative segregation was started at the Standish Correctional Facility in 2000.*



*Ionia Maximum Correctional Facility (above) allows some difficult-to-manage prisoners a way to work themselves back down to a less secure setting.*

## **Special I-Max programming starts**

Programming that will help Level VI prisoners at Ionia Maximum Correctional Facility (I-Max) move toward Level V housing elsewhere over a period of two years was started in 2000.

I-Max was prevented from starting the program in 1988 when an Ingham County Circuit Court judge restricted the department's ability to control prisoner property in the Cain v MDOC lawsuit. At that time, initiating the I-Max program relied to some degree on the ability to use property for rewards and punishments.

Because the prison could not begin its programming, it became largely administrative segregation and detention housing for the system's most difficult-to-manage prisoners.

Under the programming started in 2000, the prison continues to house extreme escape risks and highly assaultive prisoners but, for those deemed likely to respond, it also allows prisoners to progress from Level VI to Level V gaining some privileges as they go.

All prisoners assigned to the program begin in what is called Administrative Maximum housing where they remain for 12 months. If they complete that segment successfully, they can progress to Intermediate Pre-Transfer and Pre-Transfer units, each six months in length, before being transferred to a Level V prison.

As the prisoners move forward, they gain slightly greater out-of-cell movement.





*Dr. Evelyn Gilbert (right) and Officer Dennis Wirley confer with a prisoner about a work assignment at Standish Correctional Facility.*

They can work themselves up from having meals in their cells and very restricted telephone calls to having, as determined by the warden, jobs, small group activities, including group meals, and two telephone calls monthly.

Even though they gain greater out-of-cell movements as they progress, they will always be very restricted compared to Level V prisoners.

### **New unit designed for select mentally ill prisoners**

An alternative to administrative segregation for those volunteer prisoners who are manageable with psychotropic medication began piloting at the Standish Correctional Facility in May of 2000.

Called the Secure Status Outpatient Program (SSOP), it is housed in the prison's Transition Unit, a general population cell block that offers more structure than regular general population but more freedom inside the unit than administrative segregation.

The program has 22 slots and occupies one floor of the prison's Transition Unit.

The Transition Unit was opened in 1997 for prisoners who have just been released from administrative segregation, transfers from medical services or court appearances, those waiting for release to the community and other prisoners moving into or out of the prison. It separates the untested arrivals and former or new management problems from the general population in a separate housing unit.





*The housing unit containing the SSOP at Standish Correctional Facility.*

The SSOP program is designed to allow the prison to reserve administrative segregation beds for only the most dangerous and escape-prone prisoners. It is also expected to reduce the number of assaults the mentally ill prisoners in the program sometimes committed in the past.

The type of prisoner the program is aimed at is one who is mentally ill, has been assaultive and who is considered a security risk too difficult to manage in a Residential Treatment Program but who mental health professionals believe is not sick enough to put in the MDOC's psychiatric hospital.

It is believed that these prisoners can remain generally stable and manageable in a program in which they receive psychotropic medication and individualized programming.

Standish is only one of two maximum security (Level V) prisons in the state that make mental health outpatient services available. The availability of mental health outpatient team members makes the program possible. (Marquette Branch Prison is the other Level V prison with an outpatient mental health team.)

Outpatient services are provided by mental health professionals employed by the Department of Community Health under a contract with the MDOC.

The services include counseling, employment and schooling in a very tightly managed setting.

The prisoners must remain on the psychotropic medication to remain in the program. The goal is to reduce the number of mentally ill prisoners in administrative segregation and to help those who can manage it to work themselves back into general



*New sergeants were trained as part of the Director's Leadership Initiative in 2000. At left, Sgt. Christine Wakefield (right) of Riverside Correctional Facility counsels a probationary employee.*

population with success.

Each prisoner has an individual management plan drawn up to guide the staff's reactions to the prisoner and to plan programming.

Officers who work in the unit have volunteered for the job and have been chosen for the work because of their communications skills and ability to work with mentally ill prisoners. They are part of the program's treatment team and have been given extra training in dealing with mentally ill prisoners.

Prisoners will be tracked after they leave the program and assaults will be monitored in the unit to gauge its success. If the program works, it could be a model for replication elsewhere.

## **Developing leadership and recognizing achievement**

Helping employees achieve excellence every day and then rewarding them for doing so was a major focus of the MDOC in 2000.

Training programs to develop leadership and to improve the quality of the work environment for everyone was a top priority. The department committed itself to a major expenditure of resources to train managers and supervisors in the next two years.

Recognition programs – one exclusively for corrections officers and the other for any classification of employee who had achieved success in a wide variety of areas including citizenship, valor and lifesaving – continued in 2000.



*Sgt. Cleveland Blunt of the Cooper Street Correctional Facility (left standing) checks the log book for the perimeter vehicle. Blunt was one of the new sergeants trained in 2000.*

## **Director's leadership initiative**

A major leadership development initiative got under way in 2000.

As a result, all 116 assistant deputy wardens in the system were trained, and training began for new sergeants. During the year, 162 sergeants who had been appointed since July 1, 1999, received instruction.

The training is the first stage in the department's commitment to train more than 2,000 new leaders annually beginning in FY 2002.

The MDOC believes effective leadership is the single most important factor in running a sound operation. A vision statement developed to describe the philosophical underpinning for the effort says, in part:

"We recognize that our managers and supervisors at all levels are crucial to the operation of our department. They must be given the authority to perform their jobs and be accountable for their areas of responsibilities. Consequently, we need to invest appropriate resources to assist staff in reaching their potential through appropriate role models and quality training, both on the job and in the classroom."

The decision was made to hire a staff of five full-time employees to guide the effort. A budget of more than \$1 million was earmarked for FY 2001, which includes the salaries for the new employees as well as travel and training expenses.

*Richard Signs, an assistant deputy warden at the Michigan Reformatory, makes his rounds in the segregation unit at the prison. Signs was one of the ADWs trained as part of the Leadership Initiative in 2000.*



The goal is to prepare department managers and supervisors for advanced leadership roles in the future as well as making them more productive in their current jobs.

Leadership improvement is expected to improve working conditions for line-level employees. By giving supervisors the skills and resources they need to be good leaders, the department believes it is making the working environment one that allows those who are supervised to be successful and satisfied employees.

Since future wardens, deputy wardens and senior administrative staff come from the ranks of assistant deputy wardens, the training became mandatory for these employees during 2000.

Assistant deputies were taught how to deal with an employee's behavior or performance problems, were given information on disturbance control and were helped to prepare an "ADW survival kit" which contains information on how to handle difficult or challenging topics such as how to effectively use subordinate staff.

The sergeants' training focuses on newly appointed sergeants to help them in coaching, developing and supervising staff while achieving the department's mission and goals. The training was designed to help the new sergeant develop a variety of management skills and learn the fundamental basics of labor relations and supervision.

The 72-hour training session was taught by trainers and facilitated by wardens, deputy wardens and a regional administrator in the Correctional Facilities Administration (CFA).

Although the initial leadership training has been aimed at CFA employees, plans



*Assistant Deputy Wardens Suzanne Carr (left) and Jim Quinlan flank Warden Bruce Curtis (standing) of Ionia Maximum who helped with the training of ADWs.*

are to expand to include those in the other two MDOC administrations – Field Operations and Administration and Programs.

Training for other supervisory staff is being developed in segments. One for new sergeants called pre-leadership; one for supervisors, including existing sergeants, records office supervisors, assistant food service directors and assistant resident unit supervisors called Leadership I; one for lieutenants, captains, inspectors, resident unit managers, assistant deputy wardens, food service directors, assistant business managers, personnel officers, administrative assistants and physical plant superintendents called Leadership II; and one for wardens, deputy wardens, business managers and regional prison administrators called Leadership III.

Although all the leadership training is being designed to provide information on specific job tasks such as reviewing misconduct tickets and working with hearing investigators for sergeants, the stress is on the principles of leadership and developing competency in some key areas.

Those areas include:

Communications, building trust, developing teams, decision making, planning and organizing work, delegating responsibility, seeking and helping employees seek innovative approaches to change and adaptability.





*Tim Hunnicutt (left) of Saginaw Correctional Facility accepts the Director's Award from Director Bill Martin for Hunnicutt's work directing prisoners who built a house for Habitat for Humanity in 2000.*

## Recognizing achievement

The MDOC continued in 2000 to acknowledge and celebrate the contributions of employees to their communities, to their work places and to the field of corrections.

Donald L. Bosley, an officer at the Scott Correctional Facility in Plymouth, was named Michigan's 2000 Officer of the Year. He was chosen from among 44 officers nominated by each prison and each region of the Field Operations Administration.

The selection was made by the Michigan Correctional Officers Training Council and celebrated by the entire department along with the Michigan Corrections Organization (MCO). The MCO works with the department to honor the officer of the year along with those nominated for the award at an annual banquet.

Bosley, who, later in the year, was named an institutional training officer at the Western Wayne Correctional Facility, earned the award for his excellent work with mentally ill prisoners in the Residential Treatment Program at the Scott prison and his many volunteer community efforts.

The department also paid special tribute to 24 exceptional employees at a special luncheon in 2000.

Awards were given in several categories and each winner received a medal with an attached ribbon, a matching cloth service bar and a matching lapel pin. They were also presented with duffle bags embroidered with their names and their work locations cour-



*Warden Mary Berghuis of Brooks Correctional Facility (left) with Officer Richard Edgerton and his family at awards luncheon in 2000.*

tesy of Michigan State Industries.

The Director's Award, which is given to an employee who has demonstrated outstanding performance and professionalism in carrying out the duties and responsibilities of the employee's position was given to Tim Hunnicutt, the building construction project superintendent for the house building project at the Saginaw Correctional Facility.

Hunnicutt was in charge of guiding a group of eight prisoners at the Saginaw prison in building an entire house inside the walls for the Saginaw affiliate of the Habitat for Humanity.

The runners up to the Director's Award and all winners of professional excellence awards were: Walter Ormes, a dentist at the Ionia Maximum Correctional Facility; Bradford Curry, manager of the Buena Vista Corrections Center and Saginaw Parole Office; Al Quattrin, principal at the Newberry Correctional Facility; and Bruce Curtis, warden of the Southern Michigan Correctional Facility (now warden of the Ionia Maximum Correctional Facility.)

Eight employees were presented with valor awards. Valor awards are presented to those employees whose actions in the line of duty involve exemplary courage and great risk and danger to themselves. The recipients were:

- Officers Willard Koski and Steven Ayotte, both of Marquette Branch Prison
- Sgt. Richard Edgerton of the Brooks Correctional Facility
- Officer Tony Peiffer of the Oaks Correctional Facility
- Officer George Bennett of the Chippewa Correctional Facility
- Officer David Butler of the Ionia Maximum Correctional Facility

*Officer Tony Peiffer of the Oaks Correctional Facility and his daughter attended the employee awards luncheon in 2000. Peiffer earned a valor award.*



Officer Parry Pearson of the Standish Correctional Facility  
Officer Tosha Newell of the Standish Correctional Facility

Five employees received lifesaving awards for personally saving another person's life. The situations normally involve use of one or more of the learned life-supporting processes such as CPR. The award is presented only if the victim lives. The recipients were:

Lt. Dan Walling, Corp. Timothy Maxson and Sgt. Brad Shimmons of the Special Alternative Incarceration program.

Officer Kenneth Russell and Human Resource Developer Brad Brager of the Oaks Correctional Facility.

Five employees were presented with citizenship awards. The citizenship award is given to employees who make significant contributions to their local community or to the public.

The recipients were: Officer Lisa Baynes of the Cooper Street Correctional Facility; Officer Timothy Pant of the Oaks Correctional Facility; Officer Jerry Colby of the G. Robert Cotton Correctional Facility; Daryl Cummins, a fire safety inspector for Crane and Lakeland correctional facilities; and Louise Hoskins, Saginaw Area Manager and supervisor of the Buena Vista Corrections Center

One employee – Margaret Ney-Blauwkamp of the Oaks Correctional Facility – earned the Meritorious Service award. This award is given for diligence and perseverance in the performance of duty.

## **FACILITY CORRECTIONS OFFICER OF THE YEAR - 2000**

*\* Indicates one of the five finalists*

Adrian Temporary Facility, James Brockway  
Alger Maximum Correctional Facility, Joseph R. Case  
Baraga Maximum Correctional Facility, Eric A. Petaja  
Brooks Correctional Facility, Earl Goliday  
Carson City Correctional Facility, Philimine Curtis \*  
Carson City Temporary Facility, Dawn L. Christiansen \*  
Cassidy Lake/ S.A.I., James W. Miller \*  
Chippewa Correctional Facility, John T. Goetz  
Chippewa Temporary Correctional Facility, Thomas R. Altoft  
Cooper Street Correctional Facility, Lisa J. Baynes  
Egeler Correctional Facility, Douglas K. Talbot  
Florence Crane Women's Facility - Camp Branch, Teresa L. Barnes  
Region I/FOA - Transportation Unit, Alice L. Clay  
Region II/FOA - Buena Vista Corrections Center, Walter F. Wysopal  
Region III/FOA - Kalamazoo Corrections Center, Kevin E. Jones  
G. Robert Cotton Correctional Facility, Jackie Harris  
Gus Harrison Correctional Facility, Oliver B. Chesher  
Handlon Michigan Training Unit, Michael T. Whitford \*  
Hiawatha Correctional Facility, Ronald S. McKechnie  
Huron Valley Men's Facility, Claude Priebe  
Ionia Maximum Correctional Facility, Thomas H. Root  
Ionia Temporary Facility, Parrish E. Smith  
Kinross Correctional Facility, Richard R. Lovegrove  
Lakeland Correctional Facility, Patricia A. Munsil  
Macomb Correctional Facility, Eutrilla Taylor  
Marquette Branch Prison, Richard H. Mohr  
Michigan Reformatory, Charles J. Barker  
Mid-Michigan Temporary Facility, Gerald W. Langolis  
Mound Correctional Facility, Stuart Schisler  
Muskegon Correctional Facility, Bryan A. Tippet  
Muskegon Temporary Facility, Theron J. Westerlund  
Newberry Correctional Facility, Andrew M. Swanson  
Oaks Correctional Facility, Phillip E. Johnson



Parnall Correctional Facility, Danny Norman  
Riverside Correctional Facility, Brian G. Simon  
Ryan Correctional Facility, Kevin Browning  
Saginaw Correctional Facility, Jan E. Bigelow

**Scott Correctional Facility, Donald L. Bosley\* - 2000 Corrections Officer  
of the Year**

Southern Michigan Correctional Facility, Phil Samson  
Standish Maximum Correctional Facility - Camp Lehman, Roderick J. Denley  
St. Louis Correctional Facility, Ramiro Garcia  
State Prison Of Southern Michigan, Stace L. Graham  
Thumb Correctional Facility - Camp Tuscola, Michael Chedister  
Western Wayne Correctional Facility, Georgena G. Fehrman

*Director Bill Martin (right standing) discusses with employees the switch to female prisoners at Western Wayne Correctional Facility.*



## Issues

The department took action in 2000 to begin the process of removing male officers from the housing units of female prisons in an attempt to reduce allegations of sexual misconduct and subsequent lawsuits.

The switch in the gender of prisoners between Western Wayne Correctional Facility and the Crane Correctional Facility as a first step toward that goal, created some concerns among staff at both prisons and resulted in a lawsuit to halt plans to make gender a bonafide occupational qualification in female prisons.

Major lawsuits involving the treatment of female prisoners and the issue of sexual misconduct and harassment of female prisoners by staff members were essentially concluded in 2000 and resulted in some changes in operation.

A new law was passed making it a felony for a staff member to have sexual contact with an offender.

The other, and continuing issue, in 2000 was the growth of the state's prison population and an assessment of how new laws and the statutory sentencing guidelines would impact growth.

### **Prison population growth in 2000**

In calendar year 2000, the prisoner population housed in institutions and camps grew 3% (+1,321 inmates) -- nearly double the amount of growth that was experienced in 1999 (+679). The projections issued in 2000 correctly forecast more growth (within



*Male prisoners from Lakeland Correctional Facility were transported to Crane Correctional Facility in late 2000.*

0.3% of the actual year-end population), and they forecast similar annual growth in the next few years.

The adjusted projections for 2001 are based on a continuation of calendar year 2000 trends because a close analysis of intake and release factors shows remarkable stability over the past year and suggests that there is little reason to expect significant shifts in the short term.

Since the adjusted projections are so dependent on the stability of current trends, the underlying factors that drove prison population growth in 2000 are:

**Prison intake** (other than Parole Violator New Sentence) increased by 3% in 2000 compared to 1999. The department expects intake to continue at this higher level.

The issue of whether prison intake will remain at this level demonstrates why it is still too early to make reliable estimates of the impact of new sentencing guidelines and recently enacted Truth in Sentencing legislation which requires prisoners to serve their entire minimum sentence in prison by abolishing good time credits. The new law also prohibits prisoners being housed in corrections centers or on electronic monitoring (tether).

The Michigan Sentencing Commission which recommended the guidelines to the legislature expected new sentencing guidelines to cause: (1) A sharp drop in prison intake due to fewer commitments of short-termers serving sentences for less serious crimes, and (2) Longer average minimum prison terms due to more commitments for serious crimes and longer sentences for those crimes.

Instead, preliminary analyses of early prison intake data under new sentencing



*New and returning prisoners first enter the system at the Reception and Guidance Center at the State Prison of Southern Michigan.*

guidelines show slightly higher prison intake with somewhat shorter average sentences than in the past (although the slight drop in average sentence length will have an insignificant impact on prison population growth.)

Since this is counter to the expectations of the experts at the time, making any estimates of the eventual impact of new sentencing guidelines would be particularly ill-advised until sufficient time has passed, enough data have accumulated and thorough analyses can be conducted. This is even more the case for Truth in Sentencing, since less than one-quarter of overall prison intake has been affected by it so far.

Absent any adjustments for new sentencing guidelines and Truth in Sentencing, it is entirely possible that annual prison intake could go higher because the largest increase in new admissions in 2000 was among probation violators, despite a smaller average statewide probation population during much of the year

**Parole Violator New Sentence (PVNS)** intake decreased by 8% in 2000 compared to 1999. The projections issued last year expected a small increase in PVNS because of a larger parole population in 2000; but, instead, the parole population was smaller for most of the year.

**Parole Technical Violator Returns** decreased by 3% in 2000 compared to 1999, the first decline since 1995. As is true for PVNS intake, whether parole violator technical returns move higher or lower will likely depend on the size of the future parole population.

**Moves to parole** decreased by 6% in 2000 compared to 1999. This decline was larger than expected by the projections issued last year, and resulted from a continuing





*Male prisoners (left) moved from Western Wayne Correctional Facility to the State Prison of Southern Michigan as part of the effort to clear Western Wayne for female prisoners. Above, female prisoners arrive at Western Wayne.*

decrease in the parole approval rate. The adjusted projections expect the number of paroles to stabilize, either by a stable parole approval rate or by a continuing increase in the total number of decisions rendered each year by the Board. Obviously, a significant increase or decrease in the parole approval rate or the number of parole decisions could drive moves to parole far higher or lower than expected.

**Community Residential Programs (CRP) which consists of the MDOC's corrections center or tether population** fell 10% in 2000 compared to 1999. This decline was expected because of the prohibition on CRP placement under Truth in Sentencing. The CRP population is expected to decline by a similar amount in 2001 for the same reason and will fall rapidly thereafter as the second wave of Truth in Sentencing affects prison sentences for all crimes.

In summary, the MDOC expects intake and release trends to stabilize at current levels resulting in continued prison population growth of about 1,500 during calendar year 2001.

## Converting prisons to house different genders

Having determined that removal of male corrections officers from housing units in female prisons would reduce allegations of sexual misconduct and sexual harassment against employees, the department in 2000 took steps toward achieving that goal.

Western Wayne Correctional Facility near Plymouth was converted to a Secure



*Officers at Western Wayne (above) prepare for the arrival of female prisoners. At left, duffle bags of prisoners from Western Wayne are moved into SMI.*

Level I prison for 756 females and the Crane Correctional Facility near Coldwater was converted to a Secure Level I prison for 784 males.

Placement of women at Western Wayne put most female prisoners in one geographical area – southeast Michigan– from where it is easier to recruit staff, especially female officers. Plans were made to convert Camp Brighton, in Livingston County, to a female facility and Camp Branch near Crane to a male camp sometime in 2001.

The goal is to hire only female officers to work in the housing units and some other areas of female prisons.

A lawsuit, filed in 2000 by some employees to stop the removal of male officers from these units, must be resolved before that can occur, however.

Placing all female prisoners in one geographical area is also expected to dramatically reduce transportation costs.

Changing Western Wayne Correctional Facility to a prison for women after it had housed male prisoners since 1985, required remodeling of the facility and retraining of staff.

All employees there received 40 hours of mandatory specialized training called “Critical Issues in Managing Women Offenders,” which covers the psychological differences between male and female offenders in confinement as well as appropriate staff and prisoner interaction. Requirements for staff and prisoner reporting of sexual harassment, sexual misconduct and over familiarity were covered during the session.



*Lawsuits involving female prisoners were largely resolved in 2000. At left, an officer converses with a prisoner at the Crane Correctional Facility.*

A three-day managers' seminar entitled "Challenges and Opportunities in Working with Women" was conducted by departmental administrators having experience with and expertise in working with women prisoners. Custody and non-custody managers were given information on how to manage change and strategies on supervising staff who are working in female prisons.

## **Lawsuits involving female prisoners come to conclusion**

Lawsuits involving female prisoners were largely resolved in 2000.

One – Nunn v. MDOC, et. al. – was settled in 2000; compliance with the settlement agreement will be monitored until the summer of 2001.

This suit was filed in March of 1996 on behalf of 31 female prisoners who alleged sexual misconduct and related behavior at the hands of staff members.

The second suit – the USA v. State of Michigan, et. al. – was filed in 1995 by the U.S. Department of Justice alleging widespread sexual misconduct against female prisoners at the Scott and Crane (which at that time housed females) correctional facilities as well as a lack of appropriate medical and mental health care for the serious medical and mental health needs of female prisoners.

It was settled in 1999 and dismissed in March of 2000 after a period of monitoring.

Both lawsuits have resulted in a number of major changes in the way female

*The issue of male officers working in female prisons was not resolved in 2000. Here, an officer and a prisoner at the Crane Correctional Facility.*



prisoners and staff interact both in prisons and corrections centers. They resulted in revisions to policies dealing with sexual harassment and misconduct, including combining several of these policies; screening of staff through LEIN and other checks; a requirement for male officers to “knock and announce” their presence in any areas where inmates could be in a state of undress; a committee to review retaliation charges against staff; uniforms for female prisoners (as well as for all prisoners); and exploration of the feasibility of excluding males from working in female housing units.

The Nunn lawsuit resulted in payments of \$4 million to prisoners and their legal counsel. Where the MDOC was able to, it disciplined the employee defendants in the suit. Any employee found to have engaged in sexual misconduct with a prisoner was fired and referred to the appropriate authority for prosecution.

At the time of the settlement, the department announced that it supported a dramatic increase in the criminal sanction for such behavior, making a 15-year felony of what was then a misdemeanor. (Subsequently, a law was passed making sexual contact even if consensual between an MDOC employee and an offender a felony.)

The female interveners in the Cain v MDOC lawsuit settled with the department in 2000 after a Michigan Court of Appeals judge encouraged the parties in the case to negotiate for a settlement.

A new classification screen that would allow female prisoners to be considered for reclassification to a lower security level sooner than in the past was part of the Cain settlement.





The agreement meant that female prisoners would not be part of the Cain case, which was first brought by male prisoners at the State Prison of Southern Michigan in 1988 to keep the MDOC from controlling prisoner property. Female prisoners intervened in the suit shortly thereafter.

The settlement with the female prisoners followed a two-year adjournment of a trial in the Cain case, which was being held in the Ingham County Jail in Mason and presided over by Circuit Court Judge James Giddings.

During the 20 months following settlement, the MDOC must meet a number of conditions set in the settlement.

They include requirements that family law books be placed in the law libraries of female prisons and that a telephone be installed in a room to allow women to participate in court proceedings by telephone such as those held in Friend of the Court, including custody and child support issues.

In other lawsuits, the department prepared in 2000 to get court jurisdiction over the mental health portion of the Hadix v Johnson Consent Decree terminated. The termination was expected early in 2001.

Completion of this portion of the Hadix case will bring the MDOC one step closer to ending the court's monitoring of many aspects of facility operations, particularly at the prisons in the Jackson area.

Completion will mark the end of a major era during which the department was under judicial scrutiny through several major prisoner lawsuits, some of which involved consent decrees.

Other lawsuits resolved in 2000 upheld the state's visiting rules and allow the department to restrict group worship services for groups which pose a threat to the operation of prisons and the welfare and safety of staff and prisoners.

## **New laws clarify placement, make sexual contact a felony**

During 2000, the MDOC was successful in getting several key pieces of legislation passed.



The new laws:

- Make any sexual contact between an MDOC employee and an offender a felony.
- Require judges to specify whether a sentence should run concurrently or consecutively with another sentence.
- Prohibit a prisoner to be a notary public.
- Clarify that males 19 or

under can be housed at the Michigan Youth Correctional Facility whether they were waived as a juvenile or not.

Under previous law, sexual contact by an employee or volunteer of the MDOC or a county or juvenile facility, was defined as Fourth Degree Criminal Sexual Conduct (CSC), a misdemeanor punishable by up to two years imprisonment, a maximum fine of \$500 or both. The new law amended the Michigan Penal Code to define such contact as Second Degree CSC, a felony punishable for not more than 15 years. The law became effective Oct. 1, 2000.

Passage of the law was sought by the department as part of its efforts to put in place safeguards against sexual contact between staff and prisoners. The safeguards, like the new law, are meant to protect taxpayers from lawsuits and staff members from specious allegations.

The MDOC sought legislation prohibiting prisoners from being notaries public and revoking the commission automatically if a person were sentenced to prison to keep the embosser and metal ink pads used by some notaries out of prison.

The MDOC had sought to remove these objects, which are heavy enough to be used as weapons, from prison but had been prohibited in the *Cain v Michigan Department of Corrections* case. The MDOC had argued that removal of the embossers was necessary for safety purposes and that embossers were not required for the post of notary public. The *Cain* judge found the MDOC in contempt and held that prisoners who were notaries public must be allowed to retain in their possession any items that could be needed in order to act as a notary.

Another new law clarifies that any male 19 and below, whether waived as a juvenile or not, can be housed at the Youth Correctional Facility (MYC) and also requires offenders housed there to be segregated by age.



*Laws passed in 2000 clarify that any male 19 and below, whether waived as a juvenile or not, can be housed at the Youth Correctional Facility (MYC) and also requires offenders housed there to be segregated by age.*

It requires that all male prisoners 16 and under will have to be housed at MYC unless the MDOC determines for reasons of safety, security or the special needs of the prisoner that he should be housed in an MDOC-operated facility.

Prisoners 16 and under who are in general population housing units can only be housed with other prisoners 16 and under. Prisoners 17 and over are to be housed with prisoners 17 and over, thus segregating the two populations. This restriction does not apply to segregation units. Further, if prisoners in these age categories must interact with each other, as during school or visits, then a custody officer must always be present.

New laws signed by Gov. John Engler during 2000 require a judge to indicate whether a sentence is to run consecutively or concurrently with another sentence. If this is not indicated, the new laws provide guidelines on how the sentences should be treated.

In the past, the MDOC had received prisoners with sentences in which the judge had not indicated how the sentences were to be calculated. Whenever this happened, the MDOC wrote to the judge for clarification; however, some judges did not respond, and the MDOC was left to determine how to calculate the sentences.

*Agent Vanessa Taylor  
counsels probationer at  
the House of Commons  
in Lansing.*



# Foundations

## Community Supervision

While public attention often focuses on prisons, the majority of offenders supervised by the Michigan Department of Corrections are not locked up.

In 2000, at any one time, there were more than 50,000 probationers, approximately 13,000 parolees, and some 2,000 prisoners serving their sentences in the community.

Use of community sanctions for appropriate offenders continued to be an important goal of the department in 2000. In fact, the MDOC has focused much of its energy since 1991 on creating and maintaining viable alternatives to prison for offenders who, at the time of sentencing, posed a lower threat to public safety than offenders who were sent to a state lockup.

Community supervision and sanctions are more cost-effective than prison for some lower risk offenders. This is true for those who have committed property or other non-violent crimes, those nearing parole and those who have completed the department's boot camp program. Under strict policies and procedures of the department, probationers, parolees and some prisoners are supervised by specially trained agents, who usually have post-secondary degrees in criminal justice or related fields. Some agents supervise parolees (those who have been released from prison after serving their sentence); some supervise probationers (offenders whose sentence is served while not incarcerated); some agents supervise prisoners living in corrections centers or on electronic monitor-





*Judge Carolyn Stell of the Ingham County Circuit Court considers probation violation cases.*

ing; and some agents supervise all three types of offenders.

There are agents, too, who supervise probationers and prisoners who have completed Phase I of the department's Special Alternative Incarceration (SAI) or boot camp program and who are returned to a community (in Phases II and III) for the balance of their sentences.

Agents monitor offender behavior through a variety of techniques including visiting an offender's home, contacting employers, requiring documentation of attendance at school or in required programs, substance-abuse testing and contact with law enforcement agencies to check on arrests.

All offenders in community settings must comply with the rules of the respective program with both standard and special conditions set by a court, in the case of probationers, and by the Michigan Parole Board, in the case of parolees.

In some jurisdictions agents specialize in monitoring certain types of offenders, such as sex offenders or substance-abuse offenders. Specialization allows an agent to become knowledgeable — and therefore more efficient — in dealing with specific types of offenders.

## **Probation Supervision**

Since 1913 probation has been the primary form of supervision for anyone convicted of a felony in Michigan.



*Agent Pat Loop of the Ingham County probation office confers with Judge Carolyn Stell.*

Probation may be imposed for all misdemeanors and felonies except murder, treason, armed robbery, criminal sexual conduct in the first- or third-degree, certain controlled substance offenses and those felonies in which a firearm was used. At any time, there are more than 50,000 adult felony probationers in Michigan under supervision by the state.

While the MDOC supervises adult felony probationers, courts retain jurisdiction. A probation violator is sanctioned by the court, not the department.

In general, the maximum term of probation is five years for felonies, three years for offenders sentenced under the Holmes Youthful Trainee Act and two years for misdemeanors. Life probation is authorized for some drug offenses. Failure to comply with the terms of probation may result in a probationer being sentenced to jail or prison.

Probation terms may include up to one year in a jail in conjunction with the probation term as well as payment of restitution, fines, court costs and supervision fees. Electronically-monitored home confinement may be imposed as a condition of probation. The state has also funded several probation residential centers, which can be used in conjunction with a probation sentence.

Unless a mandatory prison sentence is required, judges determine whether or not offenders should go to prison and for how long. They base their decisions, in part, on recommendations made by department staff. The recommendations are made after thoroughly investigating the offender and examining the particular crime committed and then basing the recommendation on sentencing guidelines.

Victims also have an opportunity to provide information on what impact the crime had on their lives and express any opinions or information they have.

If the offender is sentenced to probation, the agent monitors that offender's behavior to ensure compliance with the probation order, including payment of restitution to victims, court costs and supervision fees as required.

The length of probation is determined by the judge at sentencing. A violation can result in a sentence to jail or prison, which would also be imposed by a judge.

The judge sets the offender's conditions for probation, which means that the offender must do certain things to avoid a more severe sanction. Standard conditions require that the offender avoid criminal behavior, not leave the state without permission and report routinely to the agent. Special conditions, also set by the judge based on the offender's past record and difficulties, can include mandatory programming such as substance-abuse treatment, community service, completing a high school degree and finding employment.

In 2000, the department completed approximately 45,000 Pre-Sentence Investigation (PSI) reports.

Pre-Sentence reports are required by statute for all felony convictions and are used by judges when sentencing an offender.

They are prepared by agents employed by the Field Operations Administration (FOA) and include an evaluation of the offender, the circumstances of the offense, the probable risk to public safety and a sentencing recommendation.

Agents are required to use the department's PSI Recommendation Guidelines in arriving at a recommendation. The guidelines were developed in conjunction with sentencing guidelines and were intended to provide consistent, logical and cost-effective sentencing options. Sentencing options include probation supervision with the possibility of placement on electronic monitoring or in residential and non-residential treatment programs, Special Alternative Incarceration (boot camp), jail or prison.

Field agents supervise offenders to protect the public. Each offender must comply with the rules and special conditions ordered by a judge. Whenever an offender violates the order, an FOA agent is expected to respond in proportion to the seriousness of the violation and the risk to the public, while giving consideration to an offender's circumstances and adjustment to supervision.

The FOA has in place risk-driven violation guidelines designed to make full use of community sanctions. Probation Violation Response Guidelines provide a range of possible responses to violations. Agents must choose the least restrictive



*Members of the Michigan Parole Board and staff confer in executive session on parole cases.*

response consistent with public safety.

The responses include a continuum of alternatives that protect the public, hold offenders accountable for their behavior and reduce offenders' likelihood of engaging in criminal activity.

## **Parole Supervision**

Felons who have served the minimum portion of their sentences can be placed on parole by vote of the Parole Board, usually for a period of two years. On parole, their behavior is monitored by an agent in the Field Operations Administration.

Following the decision to parole but before being released from prison, the department uses a thorough screening process, to ensure an offender's compatibility with release. Release is coordinated by the department's Parole Release Unit.

The pre-release process includes an investigation of a number of factors. These factors include approval of an offender's home placement, employment, education and treatment.

The process also includes notification to victims of a pending parole as well as to the appropriate prosecutor's office, sheriff's department and State Police post in the sentencing county.

Like probationers, parolees must meet certain conditions to maintain their parole status. Conditions always include restrictions on movements, requirements to report to



an agent regularly and to maintain employment or find a job and a prohibition against criminal behavior, association with known criminals and possession of firearms.

Other special requirements are determined by the Parole Board based on the offender's background and crime.

Failure to follow the requirements will result in some sort of sanction, which could include increased supervision, community service, substance-abuse treatment, inpatient substance-abuse treatment, placement in a corrections center or placement in a restricted, highly structured program called a Technical Rule Violator Center for 90 days. It can also mean a return to prison.

## **Michigan Parole Board**

The Michigan Parole Board has sole authority to grant paroles to state prisoners once they complete the minimum portion of their sentences. The board also acts in an advisory capacity to the governor for commutations and pardons.

In 1992, Gov. John Engler ordered a reorganization of the Parole Board and signed into law changes to accomplish the reorganization. The primary goal of the reorganization was to increase public safety by minimizing the number of dangerous and assaultive prisoners being placed on

parole. Another goal was to make the board more accountable to both the governor and the public.

Current board membership consists of 10

full-time, non-Civil Service employees who are appointed by the director of the Department of Corrections. The appointments may be renewed

every four years. The backgrounds of board members vary and include law enforcement, sociology and corrections.



*Chairman Stephen Marschke*

## **Definition**

Parole is a period of time in which offenders are supervised in a community setting prior to release from state jurisdiction. Prisoners are not entitled to parole. Under state law, before paroling a prisoner, the board must have reasonable assurance that the prisoner will not be a

menace to public safety.

### **Jurisdiction**

The Parole Board gains jurisdiction of a prisoner when he or she has served



*Parole Board member Marianne Samper.*

the minimum portion of his or her sentence, less applicable good time or disciplinary credits the prisoner may have earned. In most cases, the minimum sentence is imposed by the court and the maximum sentence is set by statute. Truth-In-Sentencing legislation, which went into full effect in December, 2000, does not affect offenders sentenced for crimes that took place before the law went into effect. Thus, the vast majority of Michigan's prisoners are still entitled to good time or disciplinary credits, depending on the date of the offense.

Prisoners serving life sentences

("lifers") are interviewed by the board after they have served 10 or 15 calendar years (depending on the date of the offense). In 1999, the Legislature modified Michigan's system for the review of lifers. This modification requires the board to interview each lifer at the end of 10 years and to review each lifer case at five-year intervals after the initial interview.

Besides action by a court or death, lifers serving for first-degree murder and other offenses for which parole is not available can only be released from their sentence by a pardon or commutation, both of which must come from the governor. All other lifers can be paroled, but only if certain requirements are met. These requirements include a pro-active interest by the Parole Board in granting parole, a public hearing with a favorable outcome and the absence of objection from the sentencing court.

During 2000, the Parole Board reviewed 344 lifer cases resulting in parole for three prisoners (less than 1 percent). Since 1990, the Parole Board has granted parole to a total of 33 lifers, an average of three per year. For these 33 cases, the average amount of time served prior to parole was 20.2 years. Since Jan. 1, 1991, no lifers have been pardoned, and seven lifers have had their sentences commuted.

## The Process

The Parole Board is divided into three-member panels. Each case is assigned to a panel and the decision whether or not to grant parole is made by majority vote of that panel. The exception to this procedure is lifer cases. All lifer cases that can be paroled must be decided by majority vote of the entire Parole Board.

The factors considered by the board



*Parole Board member Charles Braddock (center, writing) listens to victims. An assistant prosecutor is also present.*

in making parole decisions include: the offense for which the prisoner is currently incarcerated, the offender's criminal history, his or her institutional behavior, accomplishments or failures in programs, the parole guideline score, information obtained from the prisoner interview and information from victims and other relevant sources.

Parole guidelines use a numerical scoring system designed to assist the board in applying objective criteria to its decisions. These criteria are intended to reduce disparity in parole decisions and increase parole decision-making efficiency.

The factors used to calculate the parole guideline score are the prisoner's current offense, his or her prior criminal record, the institutional conduct and program performance and the individual's age, mental status and statistical risk classification.

Parole guidelines do not require either an automatic parole or a denial based on the score but are used as a tool by the board to establish an objective guideline for board members.

Parole may be ordered without an interview if the prisoner has a high parole guideline score (+4 and above) and is not serving for a sex offense or a crime involving death. Prisoners with a low guideline score (-13 and below) may be denied parole without an interview.

There can be a period of up to several months between the approval of a prisoner's parole and his or her actual release on parole. During that time, the prisoner's behavior is monitored. If the prisoner is involved in improper behavior during that time, parole can be suspended. Approximately 705 paroles were suspended under these circumstances during 2000.

## The Role of Crime Victims

Crime victims are an important part of the parole consideration process. They are given an opportunity to participate in this process under the provisions of the Crime Victim's Rights Act. Victims and their family members are entitled to notification before the Parole Board takes certain actions. Participation by crime victims has increased dramatically during the last few years.

Between 1995 and 2000, the number of victims notified by letter increased by 131 percent (3,106 compared with 7,200). Between 1995 and 2000, the number of crime victims making statements directly to board members increased by 52 percent (280 compared with 427.)

## Issues and Trends

Since 1991, there has been a significant decrease in the parole approval rate for assaultive and violent offenders, especially for sex offenders. In 1991, the approval rate for sex offenders was more than 46 percent. In 2000, the approval rate was less than 18 percent. The overall year 2000 parole rate for all prisoners was just under 50 percent.

The total number of cases considered by the Parole Board each year is increasing. The board considered more than 17,000 cases in 1997 and more than 22,000 cases in 2000, which represents an increase of more than 29 percent.

The number of parolees returned to prison for technical violations has also increased during the last few years. In 1996, a total of 1,106 technical parole violators were returned to prison. During 2000, more than 3,000



*William Slaughter*



*George Lellis*



*Margie McNutt*



were returned. In approximately 85 percent of these cases, the parole board revoked parole and returned the prisoner to serve additional time on his or her remaining sentence. Only 15 percent of these offenders were allowed to continue their parole.

The higher number of returns reflects the department's desire to hold offenders accountable for their behavior, as well as to ensure that they do not engage in additional crimes and create more victims.

The board added four professional staff in 2000 to pre-screen files. They review prisoner files and enter pertinent file information into the Parole Board Information System (PBIS), something previously done by board members. The pre-screener were needed because of the ever-increasing number of cases -- an increase of approximately 29 percent from 1997 compared to 2000 -- seen by the board. The additional staff members allow board members to more closely scrutinize cases being considered for parole.

In 2000, the board worked with the research division to develop and complete revalidation of the parole guidelines. Revalidation provides the board with important insight into the effectiveness of the parole-consideration process and the accuracy of some key assumptions about risk to the public.

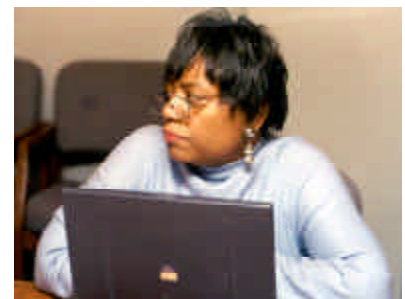
Also in 2000, the board reorganized the Parole Guidelines area by combining it with the staff who coordinate the parole hearings. The result is an eight-person unit that calculates parole guidelines and prepares cases for interviews. The change eliminated a bottleneck in the process.



*Miguel Berrios*



*Charles Braddock*



*Barbara Johnson*





*Security is an important part of the operation of community residential programs. At left is the control center at the Buena Vista Corrections Center near Saginaw.*

## **Community Residential Programs**

Community Residential Programs (CRP) provide structured settings where support, guidance and supervision are given to selected, eligible prisoners nearing parole release. Prisoners placed in CRP are either housed in a center having 24-hour a day, seven days a week security coverage or on electronic monitoring.

Michigan was a pioneer in fully developing, in the late 1960s and early 1970s, the successful use of community placement for prisoners. In 2000, corrections centers were located in eight major Michigan cities. Placement on electronic monitoring was available in all of Michigan's 83 counties. More than 5,000 prisoners participated during the course of the year. (About 2,000 offenders were in this program at any given time during the year.) Sixty percent of these prisoners lived at home under electronic monitoring, which has become a major component of residential programming in Michigan.

The primary intent of the community program is to ensure that a prisoner is steadily employed and financially and socially self-sufficient prior to being paroled.

The program will be gradually reduced during the next few years prior to total abolishment as a result of Truth in Sentencing.

## **Screening is Rigorous**

Prisoners are rigorously screened and must meet stringent standards before being

allowed into the program. All participants are tested for drug use prior to placement and at regular intervals while in the program. Prisoners must first be classified to minimum security in prison before being allowed to apply.

Additionally, a prisoner is disqualified if he or she:

- Is serving for a sex offense.
- Has a criminal history involving a sex offense, patterns of assault, recent serious mental disturbance or other behavior that indicates that the offender would be an unwarranted risk to the public.
- Is serving a life sentence.
- Was involved in organized crime.
- Is a “professional” criminal.
- Is a drug trafficker.
- Is designated as a very high risk for violence or serving a prison sentence for escape.

### **Requirements in Community Residential Programs**

While in a community program, offenders must find a job, hold it through regular attendance or must attend all classes if in a training or academic program and be as self-supporting as soon as possible. Offenders are required to pay the cost of room and board if in a center and the cost of electronic monitoring if on a tether.

A prisoner may be returned to prison for any major rule violation including use of drugs. Although nonviolent offenders are eligible up to two years before their earliest parole date, most offenders stay in the program for about six months before they are paroled. Prisoners serving for assaultive crimes are not eligible until they are within six months of their earliest parole date.

### **Electronic Monitoring**

During Fiscal Year 2000, an average of 2,976 offenders were on the state’s electronic monitoring system every day. Of those, more than 1,100 were prisoners, approximately 1,450 were probationers and close to 200 were parolees. There were also approximately 200 offenders being monitored for the Family Independence Agency and various district and probate courts and sheriffs’ departments.

The current system, which is called “active monitoring” because it initiates contact with the offender, is the largest state-operated electronic monitoring system in the nation.

This system — known in the MDOC as the “electronic tether program” — allows the department to tell 24 hours a day, seven days a week, whether an offender is living up to the supervision requirements of his or her placement.

While the system does not “track”



*A classroom at the TRV center at Huron Valley.*

offenders' whereabouts like a homing device, it is able to determine if offenders are home when they should be.

The system is meant to provide community supervision staff with an additional tool to more intensely supervise offenders who are not incarcerated. It allows for the monitoring and enforcement of curfews and other conditions of community supervision. With the exception of prisoners living in corrections centers, tethered offenders are more closely supervised than any other offenders in the public. Because most offenders are placed on the system in lieu of prison or jail, the program is much less costly. Electronic monitoring costs about \$7.50 a day, which is paid by the offender.

The program was successfully piloted in Michigan in 1986 in Washtenaw County on selected probationers. At the end of 1987, it was being used on a statewide basis. During the 2000 fiscal year more than 12,000 offenders were supervised on tether. Of this number, less than 2 percent had been arrested for a new felony and less than 8 percent had absconded or escaped.

## **Technical Rule Violator Centers**

In Fiscal Year 2000, more than 2,300 parolees and prisoners were transferred to and completed a special 90-day confinement program instead of being returned to prison, a number 17 percent higher than in 1999. That program — Technical Rule Violator (TRV) center — is one of the most cost-effective measures the department has





*Parole agent Craig Stephens (right) confers with a parolee at the TRV center at Huron Valley.*

instituted during the last seven years to reduce reliance on prison as a sanction for program violators.

Prior to development of this program, which began in 1991 with a center in a Lake County jail annex, all technical parole violators were automatically returned to prison. Without this option, and with a need to incarcerate the offender in order to protect the public, the MDOC would be forced to use a more costly prison bed. It costs about \$52 a day to maintain an offender in the TRV program, which lasts about 90 days, or about \$4,400. A person returned to prison would likely stay there for a year or more at a cost of \$16,584 annually.

The program expanded in 1992 to include a portion of the former Huron Valley Women's Facility near Ann Arbor and in 1995 added a co-ed TRV at Camp Gilman near Clarkston, which formerly housed women offenders. All three operations fall under the jurisdiction of the department's Field Operations Administration (FOA).

The department expanded the TRV center in Lake County in 1998. An additional 42 beds were added, which increased the capacity to 154. The new beds are used primarily for parolees.

In a 90-day period of confinement, offenders work on completing their education and perform jobs in the facility or as part of public works crews helping local non-profit agencies and communities with a variety of chores, including mowing grass and other manual work. Substance-abuse treatment is mandatory for all participants.

Upon successful completion of the TRV program, offenders are returned to intensive community supervision, where their movement is restricted and closely moni-



*Acquiring a GED is a significant goal for the trainees at the state's boot camp operation at Chelsea.*

tored. If the offender refuses to participate or does not successfully complete the program, parole is revoked and he or she is returned to prison.

## **Special Alternative Incarceration**

The Special Alternative Incarceration program (SAI), or boot camp, began in 1988 as an alternative to prison for male probationers selected by courts. In 1992 the program was expanded to include both male and female prisoners and probationers.

### **Overview**

Phase I of the program involves a highly disciplined regimen of 90 days, consisting of military-style exercise, meaningful work assignments and other programming, including secondary education and substance-abuse treatment. Phase II involves intensive supervision in a community, usually in a residential “halfway house” setting. Phase III of the program involves supervision of offenders similar to the way in which probationers are supervised. The goal of the program is to keep selected lower-risk probationers from going to prison and to take qualified prisoners out of the traditional prison setting and place them in a more cost-effective management setting.

## **Savings**

The average cost for each participant in 2000 was \$6,427 for the 90-day, Phase I portion of the program (1999-2000 appropriated costs based on full capacity). That compares with \$16,584 for a year in a minimum-security prison, which would be a typical location for an offender placed in the SAI program.

If each of the 1,067 offenders who completed the boot camp portion of the program during 2000 had been confined in a Level I prison throughout the year, it would have been necessary to construct prison beds to confine them. In addition to the capital costs associated with construction, the cost of supervising the offenders in prison throughout the year would have exceeded by \$8.3 million the cost of operating the boot camp.

In addition to the cost savings associated with the program, it has proven to be effective in deterring its graduates from subsequent criminal behavior. Of the 3,083 prisoners who completed the program between 1995 and 2000, only 11.5 percent had returned to prison with new felony convictions.

## **The Program**

The military discipline portion of the program is designed to break down street-wise attitudes so staff can teach positive values and attitudes. Offenders take classes

in job-seeking skills, substance-abuse awareness and stress management. They are also enrolled in General Educational Development preparation and Adult Basic Education. They perform a variety of tasks, including conservation work, garbage recycling, parks maintenance and snow removal near senior housing.

The SAI program includes an intensive post-release program and may include Phase II, a 120-day placement in a residential setting or on electronic monitoring. For prisoners, Phase III includes a parole for 18 months or for the balance of the minimum sentence, whichever is longer. The first four months of parole are under intensive supervision, which can include daily supervision, including nights and weekends, if needed.

While in post release, offenders are expected to work or go to school at least 30 hours per week. They must submit to a drug test when requested and participate in any counseling, treatment programming or training, as directed by the agent.

Even with the rigorous nature of the program, 75.1 percent of the prisoners and 71.3 percent of the probationers enrolled successfully completed it in 2000. The average daily population during 2000 was 331.

The staff at SAI place an importance on retaining offenders for the duration of the program. Offenders who want to leave the program are interviewed by a senior official to determine the reason for wanting



*Exercise is part of the discipline regimen at the boot camp at Chelsea.*

to quit. The official tries to convince the offender to stay by working with the offender's family and, in the case of a probationer, with the offender's agent. Probationers are told that the probable consequence of leaving the program is prison.

Because failure is something most offenders have become accustomed to during their lives, an important part of the program's mission is to intervene in the 'failure syndrome' by refusing to give in to the initial desire to quit, then by encouraging offenders to continue in the program.

Potential quitters are assigned to a 'retention bunk' to think about the consequences of leaving the program before they are interviewed by the Program Review Board. The board, led by the deputy warden, interviews the offender and may decide to hold off letting the trainee quit if there appears to be a chance he or she will change his or her mind.

Once an offender overcomes the belief that he or she cannot complete the program and realizes that failure will result in imprisonment, the trainee often begins to put forth the effort needed to succeed.

The SAI program also works to change the attitude and behavior of offenders who violate program rules by imposing internal sanctions rather than immediately terminating them from the program. Sanctions can include disciplinary exercise, verbal counseling, a loss of telephone privileges or the elimination of off-grounds work assignments.





*Military discipline is an essential first step in the Special Alternative Incarceration program at Chelsea. Education, public service and counseling are also stressed.*

## **Staff**

Because of the rigorous nature of the SAI program and the extent to which the success of the program is dependent upon the performance of staff, it is imperative that staff, particularly custody staff, be carefully selected and appropriately trained and that their performance be carefully evaluated. To achieve these objectives, during 2000, the SAI program developed entry-level physical conditioning standards for new corrections officers and obtained the approval of the Michigan Corrections Officers Training Council (MCOTC) to implement them. Forty-one corrections officers were enrolled in the three-week SAI drill instructor training program. Thirty-eight of these officers successfully completed the program. Instructional materials used in this training were revised and two instructional manuals were issued in pocketbook format to facilitate staff reference to them. Also during 2000, the performance evaluation process for SAI staff was formalized, with each non-probationary staff member receiving a written performance review.

## **Facts about SAI in 2000**

- 589 prisoners sentenced in 61 counties and 1095 probationers sentenced in 63 counties were enrolled in the program.
- 7.8% of the prisoners and 3.7% of the probationers enrolled in the program were women.



*Some trainees say they feel better than they have felt in years after a couple of weeks of rigorous training.*

- 30.2% of the prisoners and 11.7% of the probationers enrolled in the program were serving for drug-related offenses.
- 437 prisoners and 741 probationers successfully completed the program. The successful completion rate was 75.1% for prisoners and 71.3% for probationers.
- 93.1% of the prisoners who graduated from the program are currently on parole. 90.1% of the probationers who graduated from the program have either discharged from their sentence or are adjusting satisfactorily on probation.
- 50.0% of offenders who were enrolled in educational programming earned their GED certificates while enrolled in the program.



*The Thumb Correctional Facility is a typical newer Michigan prison.*

## Michigan's prison system

In Michigan, prison is generally reserved for the most difficult and persistent offenders.

Security, therefore, is an integral part of the operation of any of the state's 42 prisons and 13 prison camps. Escapes are kept low through sound security perimeters that use electronic detection, patrol vehicles, high fences and well-trained staff.

Appropriate classification, adequate high security housing and the department's emphasis on preventing escapes are also essential.

Beyond security, the department focuses on making sure the prison environment is safe for both prisoners and staff and that there are reasonable opportunities for prisoners to work toward improving their education, job skills and behavior.

A wide variety of programming exists, including substance-abuse treatment and academic and vocational training.

### Education Is A Priority

Perhaps the most consistent factor in personal success is the quality of education. At any one time in 2000, approximately 22 percent of all offenders in prisons and camps were enrolled in formal education, such as Adult Basic Education (ABE), vocational training, General Educational Development (GED) and college-level classes.

The state spends approximately \$37 million annually to provide educational pro-



*Teacher David Akkala at the Newberry prison school tutors prisoners. Newberry graduates more prisoners with GEDs than any school in the nation.*

gramming in camps and prisons. The purpose is to provide offenders with the opportunity to gain academic, social and work skills to become productive while in prison and when released.

The state has a special program at the Newberry Correctional Facility in the Upper Peninsula.

The school at Newberry is one of the most prolific in the nation, graduating hundreds of prisoners each year with their GED diplomas. In 2000, approximately 300 offenders earned the high school equivalency certificate.

Research through the Corrections Education Association has not located any other prison school in the country with more than 300 annual GED graduates.

Newberry was designated as a specialized education prison when it opened, a place where the focus would be on guiding prisoners toward completion of their high school degrees, a major educational goal for the MDOC. Since 1996, more than 1,200 prisoners have earned their GEDs at Newberry.

About 600 prisoners are enrolled at the school, which includes a vocational course in janitorial services.

Because education is the focus at Newberry, life at the prison is geared around going to school and studying.

Classes run from 7:30 a.m. to 8 p.m. Monday through Sunday. The school's 10 teachers and vocational instructor work four ten-hour days and have 32 hours of contact time with students every week. Prisoners attend about six to eight hours of classes weekly and are expected to complete a comparable amount of homework.





*Respiratory therapy is offered at the Duane Waters Hospital at the Egeler Correctional Facility.*

The department provides ABE and GED courses at all prisons; six of the 13 camps (including the state's boot camp) also offer ABE and GED.

The department overhauled its educational system in 1995, retooling its educational programs with an eye toward ensuring that all prisoners, with some exceptions, earn a high school degree or its equivalent before parole or discharge from parole. As a result, the number of prisoners earning GEDs has steadily increased. By department policy and with some exceptions, GED completion is required for parole or discharge from parole.

The order stems from consent decrees and settlements, entered into by the department roughly two decades ago. Prisoners are able to take correspondence courses at their own expense.

## **Health Care**

Health care for prisoners is an expensive and staff-intensive operation. As such, efforts are continuously underway to provide the required care in the most cost-efficient manner possible.

Providing quality health care to prisoners is an important MDOC responsibility. The state is liable for meeting standards in health care set by state and federal law and by court decisions. To not meet those standards would unnecessarily expose Michigan's taxpayers to expensive litigation on top of health care costs.

In 2000, the department continued to work on making sure the delivery of health



*Blood testing at the  
Duane Waters Hospital  
in Jackson.*

care was as cost-effective as possible, including the resolution of long-standing lawsuits.

The improved quality of the MDOC's mental health care is helping the department to resolve the mental health issues under a class action lawsuit brought by prisoners in 1984. The *Hadix v Johnson* federal court case covered health care, custody and physical plant issues at several prisons in the Jackson area. The department has had an inter-agency agreement with the Department of Community Health (DCH) for several years to provide mental health services to seriously mentally ill prisoners.

The level of medical, dental and psychological care provided by the Bureau of Health Care Services has also led the department to the final negotiation stage for resolution of health care issues in the *Hadix* case. Final resolution of health issues is expected at some point in 2001.

The system's prison hospital – the Duane L. Waters Hospital in Jackson – continues to maintain its accreditation through the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The Joint Commission accredits health care organizations according to performance-based standards and is an indicator of quality.

During 2000, the Bureau of Health Care Services began a restructuring to bring its regions in line with those of the department's Correctional Facilities Administration and to streamline the bureau's administration. The change was instituted to improve communication flow within the bureau and between the bureau and other department entities. The Bureau of Health Care Services continued work on important clinical issues in 2000 including the following:

- Control of infectious diseases such as tuberculosis and hepatitis B through



*Dr. Craig Hutchinson (left) of Correctional Medical Services, the managed health care vendor, meets with Waters Staff at an AIDS clinic.*

testing, treatment and vaccination programs.

- Continued use of drug treatments of HIV infection to substantially decrease related deaths and save state taxpayer dollars through reduced hospital days.
- Identification and treatment, where indicated, of hepatitis C.
- Continued emphasis on recognition and treatment of prisoners at risk for suicide.

Medical, dental and mental health services are provided to prisoners using a standard of care imposed by court decisions, legislation, accepted correctional and health care standards, as well as department policies and procedures. Ensuring adequate health care for prisoners also protects communities to which offenders return after incarceration and improves their opportunity to become productive members of society.

Primary health care is provided by nurses, physicians, dentists and other staff at clinics located in each prison. Chronic disease management, dental care, vision care, health screening specialty care clinics and emergency care are provided on site. Health promotion, disease prevention and health education are key components of the department's overall health care plan. Care is provided only by qualified health care professionals who must be licensed to provide care by the state of Michigan.

The department works to maintain cost efficiency in providing good medical care through a variety of methods including telemedicine, health care co-pays and managed care.

Units at the Lakeland Correctional Facility are designed and staffed to meet the needs of elderly prisoners and special needs prisoners, including those with diabetes. In-



*Health care services for prisoners include dental services.*

patient units at the Huron Valley Men's Facility and Marquette Branch Prison are available for prisoners who need 24-hour nursing care.

In-patient, short-term care is provided at local hospitals, at the Duane L. Waters Hospital and at a department-operated secure unit at Foote Hospital in Jackson. The 84-bed Waters hospital is situated within the secure perimeter of Charles E. Egeler Correctional Facility and is accredited by JCAHO. In addition to medical, surgical, long-term and psychiatric care, numerous specialists provide specialty care to prisoners at out-patient clinics located inside the secure perimeter at the hospital and at other prison sites.

Prisoners requiring care not available at Duane L. Waters Hospital may be hospitalized in the secure unit in Foote Hospital in Jackson or wherever their health care needs can most expeditiously and cost-effectively be met.

Mental health services are provided through the department's psychological services staff as well as through a contract with the Department of Community Health (DCH). MDOC psychological staff provide reception testing, sex offender treatment, assaultive offender treatment, crisis intervention, suicide evaluation and follow-up of mentally ill prisoners discharged from the acute care continuum provided by the DCH staff. Care provided by DCH includes in-patient care in an acute-care JCAHO accredited psychiatric hospital – the Huron Valley Center in Ypsilanti – as well as residential treatment programs and by out-patient mental health teams located throughout the prison system.





*The textile factory at the Egeler Correctional Facility near Jackson.*

## **Michigan State Industries**

The Bureau of Correctional Industries for the State of Michigan, d.b.a. Michigan State Industries (MSI), operates under the authority of the Michigan Department of Corrections. MSI utilizes prisoners within the Michigan correctional system to manufacture products and provide services that are sold, subject to strict regulations, to governmental entities and 501(c)3 nonprofit organizations in Michigan and other states.

During fiscal year 2000, MSI operated 29 factories in 18 prisons and one camp. Approximately 3,000 prisoners were utilized by the industries program during fiscal year 2000, to fill approximately 1,475 permanent work assignments.

The Administration & Programs administration of the MDOC oversees the operation of Michigan State Industries. MSI is, though, self-funding and does not rely on state revenues for its operation. Sales for fiscal year 2000 are estimated to exceed \$42.7 million.

The goal of Michigan's correctional industries program is to provide meaningful work opportunities for state prisoners, teaching them marketable skills and giving them work experience.

### **MSI products: License plates and much more**

Michigan State Industries manufactures a variety of products in addition to the customary vehicle license plates. MSI's furniture factories can provide customers with



*Prisoner uniforms are made at the garment factory at the Carson City Temporary Facility.*

most of their office furniture needs including desks, ergonomic office chairs, seating, metal file and storage cabinets, conference and miscellaneous tables, office systems and partitioning systems. Additionally, MSI's sign, vinyl product and carton factories can supply interior, exterior, Braille and road signs, vinyl ring binders, conference folders, name plates, name tags and corrugated cartons.

MSI's large garment operation produces prisoner clothing, including underwear, uniforms and shoes. In addition, these factories produce the Michigan correctional officers' uniforms, law enforcement uniforms and tactical gear, general work clothing and uniforms, institutional clothing and footwear for work. Other MSI cut-and-sew factories produce bed linens, towels and blankets. At the MSI textile factory prisoners weave fabrics and terry cloth. Other MSI factories produce janitorial cleaning chemicals, eyeglasses, dentures and other dental devices, dimensional lumber and wood byproducts, dairy products, beef, pork and turkey products, as well as prison and institutional furniture.

The Secretary of State has added 16 new license plates to the mix that Michigan citizens have available for purchase. Most of these are plates that show allegiance to a Michigan college. To supply these plates, MSI had to acquire new inks, silk-screening equipment, ovens and sheeting to produce them. This was accomplished over a short period of time while training to operate the new equipment as it was received. New order entry and shipping procedures were put into place at the same time.



*Wood furniture is manufactured at the Michigan Reformatory in Ionia.*

### **Services provided by MSI**

In addition to producing products, MSI provides a variety of services: Michigan State Industries runs four institutional laundry operations throughout the state. The laundry comes from department prisons, other government agencies and non-profit hospitals. The Geographic Information Systems (GIS) operation within MSI utilizes prisoners to produce digital maps with geographic, spatial and other related information. The maps are also used to develop and maintain databases relating to the mapped information. MSI also has a refinishing operation, which refurbishes old furniture. The furniture is then delivered to customers, such as schools, libraries and faith-based organizations. The prisoner print shop provides printing services for the MDOC. Starting in 2001,

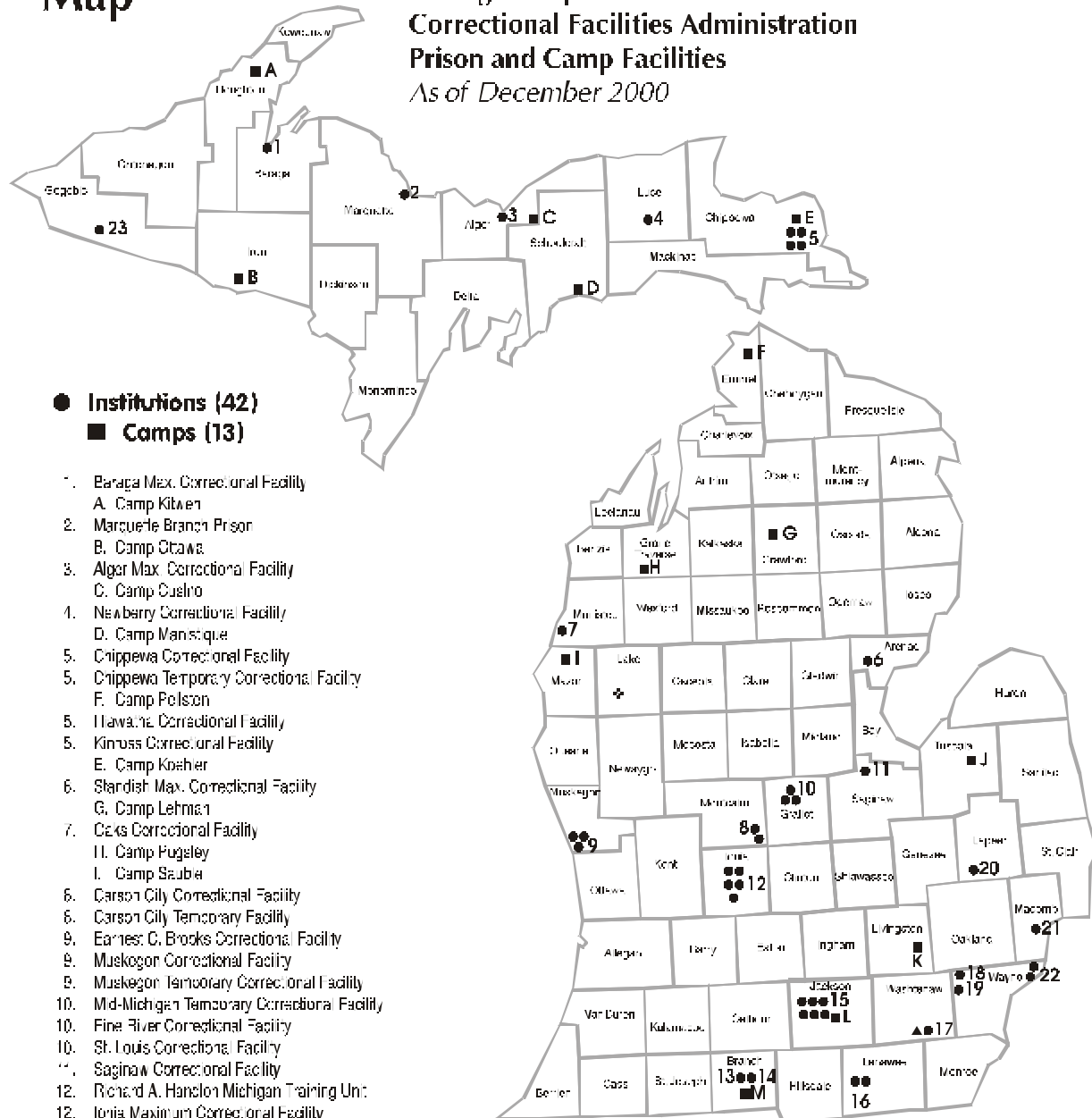
MSI will begin refurbishing old, donated computers. The computers will then be turned over to Michigan schools for use by students.

### **MSI in the future**

MSI seeks additional operations and development of new products and services that will enable correctional industries to provide more opportunities for prisoners to work and learn marketable job habits and skills. MSI seeks to develop manufacturing and service operations that are not currently being served by Michigan businesses, or that would have the least impact on Michigan manufacturers. MSI will also explore opportunities to manufacture products that are currently being imported from foreign suppliers. Similarly, MSI is actively exploring the possibilities of developing joint ventures with private vendors and manufacturers to provide additional work opportunities for prisoners.

# Map

## Michigan Department of Corrections Correctional Facilities Administration Prison and Camp Facilities As of December 2000



Source: Correctional Facilities Administration

\* Includes reception centers

▲ Operated by the Michigan Department of Community Health for psychiatric hospital services

✦ Private, leased institution operated by Wackenhut Corporation for prisoners under the age of 21



## Prison Facilities

### ADRIAN TEMPORARY CORRECTIONAL FACILITY

Warden David Jamrog

2727 E. Beecher St.

Adrian, MI 49221

(517) 263-3500

Opened: 1989

Net Capacity: 960

Population Type: Males, 17 years and older

Security Level: Secure Level I (Minimum)

General Fund Appropriation for 2000/2001: \$39.8 million

Staffing: 581 of which 341 are corrections officers

Note: General Fund Appropriation and Staffing includes Gus Harrison Correctional Facility.



### ALGER MAXIMUM CORRECTIONAL FACILITY

Warden Barbara Bouchard

P.O. Box 600, Industrial Park Drive

Munising, MI 49862

(906) 387-5000

Opened: 1990

Net Capacity: 532

Population Type: Males, 17 years and older

Security Level: V (Maximum)

General Fund Appropriation for 2000/2001: \$27.7 million

Staffing: 404 of which 255 are corrections officers



### BARAGA MAXIMUM CORRECTIONAL FACILITY

Warden Michael J. Crowley

Rte. 2, P.O. Box 555

301 Wadaga Road

Baraga, MI 49908

(906) 353-7070



Opened: 1993  
Net Capacity: 841  
Population Type: Males, 17 years and older  
Security Level: V (Maximum)  
General Fund Appropriation for 2000/2001: \$31.3 million  
Staffing: 478 of which 317 are corrections officers

### **EARNEST C. BROOKS CORRECTIONAL FACILITY**

Warden Mary Berghuis  
2500 S. Sheridan Dr.  
Muskegon Heights, MI 49444  
(231) 773-9200



Opened: 1989  
Net Capacity: 1,244  
Population Type: Males, 17 years and older  
Security Levels: I (Minimum); II (Medium); IV (Close)  
General Fund Appropriation for 2000/2001: \$39 million  
Staffing: 563 of which 301 are corrections officers  
Note: General Fund Appropriation and Staffing includes Muskegon Temporary Facility.

### **CARSON CITY CORRECTIONAL FACILITY**

Warden Kurt Jones  
P.O. Box 5000, 10522 Boyer  
Carson City, MI 48811  
(517) 584-3941



Opened: 1987  
Net Capacity: 1,251  
Population Type: Males, 17 years and older  
Security Levels: I (Minimum); II (Medium); IV (Close)  
General Fund Appropriation for 2000/2001: \$40.9 million  
Staffing: 586 of which 340 are corrections officers  
Note: General Fund Appropriation and Staffing includes Carson City Temporary Facility.

## **CARSON CITY TEMPORARY FACILITY**

Warden Kurt Jones

P.O. Box 5000, 10274 Boyer

Carson City, MI 48811

(517) 584-3941

Opened: 1987

Net Capacity: 960

Population Type: Males, 17 years and older

Security Level: II (Medium)

General Fund Appropriation for 2000/2001: \$40.9 million

Staffing: 586 of which 340 are corrections officers

Note: General Fund Appropriation and Staffing includes Carson City Correctional Facility.



## **CHIPPEWA CORRECTIONAL FACILITY**

Warden Fabian LaVigne

387 West M-80

Kincheloe, MI 49784

(906) 495-2275

Opened: 1988

Net Capacity: 1,204

Population Type: Males, 17 years and older

Security Levels: I (Secure and Minimum); III (Medium); IV (Close)

General Fund Appropriation for 2000/2001: \$42.2 million

Staffing: 651 of which 347 are corrections officers

Note: General Fund Appropriation and Staffing includes Chippewa Temporary Facility.



## **CHIPPEWA TEMPORARY FACILITY**

Warden Fabian LaVigne

4269 West M-80

Kincheloe, MI 49785

(906) 495-5674



Opened: 1988  
Net Capacity: 960  
Population Type: Males, 17 years and older  
Security Level: Secure Level I (Minimum)  
General Fund Appropriation for 2000/2001: \$42.2 million  
Staffing: 651 of which 347 are corrections officers  
Note: General Fund Appropriation and Staffing includes Chippewa Correctional Facility.

### **COOPER STREET CORRECTIONAL FACILITY**

Warden Thomas Phillips  
3100 Cooper St.  
Jackson, MI 49201  
(517) 780-6175  
Opened: 1997



Net Capacity: 1,292  
Population Type: Males, 17 years and older  
Security Level: Secure Level I (Minimum)  
General Fund Appropriation for 2000/2001: \$21.6 million  
Staffing: 304 of which 187 are corrections officers

### **G. ROBERT COTTON CORRECTIONAL FACILITY**

Warden Dennis M. Straub  
3500 N. Elm Rd.  
Jackson, MI 49201  
(517) 780-5000  
Opened: 1985



Net Capacity: 1,686  
Population Type: Males, 17 years and older  
Security Levels: I (Secure and Minimum); II (Medium); III (Medium); IV (Close)  
General Fund Appropriation for 2000/2001 (includes Clinical): \$34.6 million  
Staffing: 502 of which 323 are corrections officers



## **FLORENCE CRANE CORRECTIONAL FACILITY**

Warden Sally Langley  
P.O. Box 307, 38 Fourth St.  
Coldwater, MI 49036  
(517) 279-9165  
Opened: 1985 (converted to a male prison in 2000)  
Net Capacity: 784  
Population Type: Males, 17 years and older  
Security Level: Secure Level I (Minimum)  
General Fund Appropriation for 2000/2001: \$29.8 million  
Staffing: 381 of which 228 are corrections officers



## **CHARLES EGELER CORRECTIONAL FACILITY**

Warden Nick Ludwick  
3855 Cooper St.  
Jackson, MI 49201  
(517) 780-5600  
Opened: 1988  
Net Capacity: 1,012  
Population Type: Males, 17 years and older  
Security Level: II (Medium)  
General Fund Appropriation for 2000/2001: \$20.4 million  
Staffing: 488 of which 221 are corrections officers (this also includes personnel of the Duane Waters Hospital)



## **RICHARD A. HANDLON MICHIGAN TRAINING UNIT**

Warden John Prelesnik  
P.O. Box 492, 1728 Bluewater Hwy.  
Ionia, MI 48846  
(616) 527-3100  
Opened: 1958  
Net Capacity: 1,320



Population Type: Males, 25 years and younger  
Security Level: II (Medium)  
General Fund Appropriation for 2000/2001 (includes clinical costs): \$21 million  
Staffing: 321 of which 170 are corrections officers

### **GUS HARRISON CORRECTIONAL FACILITY**

Warden David Jamrog  
2727 E. Beecher  
Adrian, MI 49221  
(517) 265-3900



Opened: 1991  
Net Capacity: 1,108  
Population Type: Males, 17 years and older  
Security Levels: I (Minimum); II (Medium); IV (Close)  
General Fund Appropriation for 2000/2001: \$39.8 million  
Staffing: 581 of which 341 are corrections officers  
Note: General Fund Appropriation and Staffing includes Adrian Correctional Facility.

### **HIAWATHA TEMPORARY CORRECTIONAL FACILITY**

Warden Robert J. Kapture  
4533 Marshall Rd.  
Kincheloe, MI 49786  
(906) 495-5661



Opened: 1989  
Net Capacity: 960  
Population Type: Men, 17 years and older  
Security Level: Secure Level I (Minimum)  
General Fund Appropriation for 2000/2001: \$44.4 million  
Staffing: 593 of which 355 are corrections officers  
Note: General Fund Appropriation and Staffing includes Kinross Correctional Facility

## **HURON VALLEY MEN'S CORRECTIONAL FACILITY**

Warden Andrew Jackson

3201 Bemis Rd.

Ypsilanti, MI 48197

(734) 572-9900

Opened: 1981

Net Capacity: 496

Population Type: Males, 17 years and older

Security Level: IV (Close)

General Fund Appropriation for 2000/2001: \$21.3 million

Staffing: 402 of which 248 are corrections officers



## **IONIA MAXIMUM CORRECTIONAL FACILITY**

Warden Bruce Curtis

1576 W. Bluewater Hwy.

Ionia, MI 48846

(616) 527-6331

Opened: 1987

Net Capacity: 577

Population Type: Males, 21 years and older

Security Levels: VI (Maximum) with 240 level II (Medium) beds for work force

General Fund Appropriation for 2000/2001: \$26.5 million

Staffing: 408 of which 289 are corrections officers



## **IONIA TEMPORARY FACILITY**

Warden Carmen Palmer

1755 Harwood Rd.

Ionia, MI 48846

(616) 527-6320

Opened: 1985

Net Capacity: 960

Population Type: Males, 17 years and older

Security Level: Secure Level I (Minimum)



General Fund Appropriation for 2000/2001: \$16.4 million  
Staffing: 224 of which 115 are corrections officers

### **KINROSS CORRECTIONAL FACILITY**

Warden Robert J. Kapture  
16770 S. Watertower Dr.  
Kincheloe, MI 49788  
(906) 495-2282



Opened: 1978

Net Capacity: 1,208

Population Type: Males, 17 years and older

Security Level: II (Medium)

General Fund Appropriation for 2000/2001: \$44.4 million

Staffing: 593 of which 355 are corrections officers

Note: General Fund Appropriation and Staffing includes Hiawatha Correctional Facility.

### **LAKELAND CORRECTIONAL FACILITY**

Warden Carol R. Howes  
141 First St.  
Coldwater, MI 49036  
(517) 278-6942



Opened: 1985

Net Capacity: 1,200

Population Type: Males, 17 years and older

Security Levels: Secure Level I (Minimum); Level II (Medium)

General Fund Appropriation for 2000/2001: \$21.1 million

Staffing: 318 of which 170 are corrections officers

### **MACOMB CORRECTIONAL FACILITY**

Warden Jimmy Stegall  
P.O. Box 48099, 34625 26 Mile Rd.  
New Haven, MI 48048





Opened: 1993  
Net Capacity: 1,239  
Population Type: Males, 17 years and older  
Security Levels: I (Minimum); II (Medium); IV (Close)  
General Fund Appropriation for 2000/2001: \$24.7 million  
Staffing: 360 of which 229 are corrections officers

### **MARQUETTE BRANCH PRISON**

Warden Gerald Hofbauer  
P.O. Box 779, 1960 U.S. Hwy. 41  
Marquette, MI 49855  
(906) 226-6531  
Opened: 1889



Net Capacity: 1,119  
Population Type: Males, 21 years and older  
Security Levels: I (Minimum); V (Maximum)  
General Fund Appropriation for 2000/2001: \$36.7 million  
Staffing: 538 of which 307 are corrections officers

### **MICHIGAN REFORMATORY**

Warden Pamela K. Withrow  
1342 W. Main  
Ionia, MI 48846  
(616) 527-2500  
Opened: 1873



Net Capacity: 1,315  
Population Type: Males, 15 years and older  
Security Levels: IV (Close); Level I (Minimum) unit of 250 beds outside the walls  
General Fund Appropriation for 2000/2001: \$32.3 million  
Staffing: 452 of which 248 are corrections officers

## **MID-MICHIGAN TEMPORARY CORRECTIONAL FACILITY**

Warden Paul Renico  
8201 Croswell Rd.  
St. Louis, MI 48880  
(517) 681-4361

Opened: 1990

Net Capacity: 968

Population Type: Males, 17 years and older

Security Level: Secure Level I (Minimum)

General Fund Appropriation for 2000/2001: \$43.5 million

Staffing: 683 of which 410 are corrections officers

Note: General Fund Appropriation and Staffing includes St. Louis Correctional Facility.



## **MOUND CORRECTIONAL FACILITY**

Warden Kenny Robinson  
17601 Mound Rd.  
Detroit, MI 48212  
(313) 368-8300

Opened: 1994

Net Capacity: 1,056

Population Type: Males, 17 years and older

Security Levels: Level II (Medium); IV (Close)

General Fund Appropriation for 2000/2001: \$24.4 million

Staffing: 368 of which 245 are corrections officers



## **MUSKEGON CORRECTIONAL FACILITY**

Warden Terry Pitcher  
2400 S. Sheridan Dr.  
Muskegon, MI 49442  
(231) 773-3201  
Opened: 1974



Net capacity: 1,306  
Population Type: Males, 21 years and older  
Security Level: III (Medium)  
General Fund Appropriation for 2000/2001: \$24.5 million  
Staffing: 355 of which 195 are corrections officers

### **MUSKEGON TEMPORARY FACILITY**

Warden Mary Berghuis  
2500 S. Sheridan  
Muskegon Heights, MI 49444  
(231) 773-1122  
Opened: 1987



Net Capacity: 960  
Population Type: Males, 17 years and older  
Security Level: Secure Level I (Minimum)  
General Fund Appropriation for 2000/2001: \$39 million  
Staffing: 563 of which 301 are corrections officers  
Note: General Fund Appropriation and Staffing includes Brooks Correctional Facility.

### **NEWBERRY CORRECTIONAL FACILITY**

Warden James MacMeekin  
3001 Newberry Ave.  
Newberry, MI 49868  
(906) 293-6200  
Opened: 1996  
Net Capacity: 930  
Population Type: Males, 17 years and older  
Security Level: II (Medium)  
General Fund Appropriation for 2000/2001: \$25.6 million  
Staffing: 397 of which 240 are corrections officers



## **OAKS CORRECTIONAL FACILITY**

Warden David Gundy

P.O. Box 38, 1500 Caberfae Hwy.

Eastlake, MI 49626

(231) 723-8272

Opened: 1992

Net Capacity: 724

Population Type: Males, 17 years and older

Security Level: Level V (Maximum)

General Fund Appropriation for 2000/2001: \$30.8 million

Staffing: 429 of which 285 are corrections officers



## **OJIBWAY CORRECTIONAL FACILITY**

Warden Terry Sherman

P.O. Box 236, N-5705 Ojibway Rd.

Marenisco, MI 49947

(906) 787-2217

Opened: July, 2000 (originally opened as Camp Ojibway in 1977)

Net Capacity: 960

Population Type: Males, 17 years and older

Security Level: II (Medium)

General Fund Appropriation for 2000/2001: \$16 million

Staffing: 263 of which 147 are corrections officers



## **PARNALL CORRECTIONAL FACILITY**

Warden Henry Grayson

1780 E. Parnall

Jackson, MI 49201

(517) 780-6004

Opened: Old Prison: 1839 New Prison: 1926

(Old prison closed July 1934)

Net Capacity: 1,483

Population Type: Males, 21 years and older

Security Level: I (Minimum)





General Fund Appropriation for 2000/2001: \$22.4 million  
Staffing: 318 of which 182 are corrections officers

### **PINE RIVER CORRECTIONAL FACILITY**

Warden Jan Trombley  
320 N. Hubbard  
St. Louis, MI 48880  
(517) 681-6668  
Opened: 2000



Net Capacity: 961  
Population Type: Males, 17 years and older  
Security Level: Secure Level I (Minimum)  
General Fund Appropriation for 2000/2001: \$16.3 million  
Staffing: 246 of which 125 are corrections officers

### **RIVERSIDE CORRECTIONAL FACILITY**

Warden Janette Price  
777 W. Riverside Dr.  
Ionia, MI 48846  
(616) 527-0110  
Opened: 1977



Net Capacity: 795 (+ 176 in Reception Center)  
Population Type: Males, 17 years and older  
Security Level: II (Medium); IV (Close)  
General Fund Appropriation for 2000/2001: \$26.5 million  
Staffing: 526 of which 322 are corrections officers

### **RYAN CORRECTIONAL FACILITY**

Warden David Smith  
17600 Ryan Rd.  
Detroit, MI 48212  
(313) 368-3200  
Opened: 1991



Net Capacity: 1,060  
Population Type: Males, 17 years and older  
Security Levels: II (Medium); IV (Close)  
General Fund Appropriation for 2000/2001 (includes clinical): \$25.1 million  
Staffing: 363 of which 242 are corrections officers

### **SAGINAW CORRECTIONAL FACILITY**

Warden Barbara Bock  
9625 Pierce Rd.  
Freeland, MI 48623  
(517) 695-9880  
Opened: 1993



Net Capacity: 1,250  
Population Type: Males, 17 years and older  
Security Level: I (Minimum); II (Medium); IV (Close)  
General Fund Appropriation for 2000/2001: \$25.5 million  
Staffing: 377 of which 222 are corrections officers

### **ST. LOUIS CORRECTIONAL FACILITY**

Warden Paul Renico  
8585 N. Croswell Rd.  
St. Louis, MI 48880  
(517) 681-6444  
Opened: 1999



Net Capacity: 1,222  
Population Type: Males, 17 years and older  
Security Level: IV (Close)  
General Fund Appropriation for 2000/2001: \$43.5 million  
Staffing: 685 of which 415 are corrections officers  
Note: General Fund Appropriation and staffing includes Mid-Michigan Correctional Facility.

## **ROBERT SCOTT CORRECTIONAL FACILITY**

Warden Joan Yukins  
47500 Five Mile Rd.  
Plymouth, MI 48170  
(734) 459-7400



Opened: 1986 as a men's prison; converted to a women's prison 1991  
Net Capacity: 858  
Population Type: Females of all ages  
Security Levels: Level I (Minimum); II (Medium); IV (Close); V (Maximum)  
General Fund Appropriation for 2000/2001 (includes clinical): \$24.2 million  
Staffing: 351 of which 196 are corrections officers

## **SOUTHERN MICHIGAN CORRECTIONAL FACILITY**

Warden Sherry Burt  
4002 Cooper St.  
Jackson, MI 49201  
(517) 780-6000



Opened: 1997  
Net Capacity: 606  
Population Type: Males, 21 years and older  
Security Level: IV (Close)  
General Fund Appropriation for 2000/2001: \$30.6 million  
Staffing: 485 of which 350 are corrections officers

## **STANDISH MAXIMUM CORRECTIONAL FACILITY**

Warden Thomas Birkett  
4713 West M-61  
Standish, MI 48658  
(517) 846-7000  
Opened: 1990  
Operating Capacity: 508  
Population Type: Males, 17 years and older  
Security Level: V (Maximum)



General Fund Appropriation for 2000/2001: \$29.2 million  
Staffing: 435 of which 282 are corrections officers

## **STATE PRISON OF SOUTHERN MICHIGAN & RECEPTION AND GUIDANCE CENTER**

Warden Harold White  
4000 Cooper St.  
Jackson, MI 49201  
(517) 780-6000



Opened: Old Prison: 1839 New Prison: 1926  
(Started new prison in 1924 - finished and old prison closed, July, 1934)  
Net Capacity: 683 (+ 644 at Reception Center)  
Population Type: Males, 21 years and older  
Security Level: IV (Close)  
General Fund Appropriation for 2000/2001: \$44.8 million  
Staffing: 683 of which 504 are corrections officers

## **THUMB CORRECTIONAL FACILITY**

Warden Barry McLemore  
3225 John Conley Dr.  
Lapeer, MI 48446  
(810) 667-2045  
Opened: 1987



Net Capacity: 968  
Population Type: Males, 17 years and older  
Security Levels: II (Medium); IV (Close)  
General Fund Appropriation for 2000/2001 (includes clinical): \$25.3 million  
Staffing: 367 of which 227 are corrections officers



## **WESTERN WAYNE CORRECTIONAL FACILITY**

Warden Clarice Stovall

48401 Five Mile Rd.

Plymouth, MI 48170

(734) 459-2500

Opened: 1985

Operating Capacity: 764

Population Type: Females, all ages

Security Level: II (Medium)

General Fund Appropriation for 2000/2001: \$26.2 million

Staffing: 300 of which 179 are corrections officers





*Stop II testing results  
in immediate sanctions  
for those found with  
drugs in their urine.*

## Substance-abuse treatment and testing

The department has a comprehensive program of substance-abuse testing, sanctions, prevention and treatment throughout its institutions, camps, community residential programs and probation and parole offices.

The MDOC focuses resources primarily on offenders for whom the benefits are likely to be the greatest, which is for those already in or nearing release to the community. Treatment programs for substance abuse are widely available for offenders, with actual placement in programs based on need, appropriateness for treatment, proximity to parole, likelihood of revocation and resources available.

Three major events marked 2000.

- Two prison-based residential treatment programs opened modeled after a program at the Cooper Street Correctional Facility. A six month, 100-bed program for female offenders opened at Camp Branch and a nine-month, 136-bed program was opened at the Macomb Correctional Facility for medium-security males. All three programs provided treatment to 774 prisoners in 2000. Drug testing rates of 0.1 percent and preliminary recidivism rates of 9 percent were recorded and are being monitored by an independent evaluator.

- A gatekeeper was hired to coordinate referrals, placements and continued stays in residential treatment programs for offenders being supervised in the community.

- A system of assessing and targeting prisoners who are in need of substance-abuse education or treatment was formalized. It builds on an assessment process started in 1999 and provides tools for classification and other prison staff to use in referring prisoners for services. The system identifies prisoners in a systematic manner prioritizing for services those who are closest to release. Assessments have shown that 63 percent of prisoners need substance-abuse treatment and 10 percent require education.

In all treatment, cognitive restructuring and relapse prevention approaches are used.

When offenders are treated in prison, continued outpatient aftercare is a mandatory parole condition.

Enrollment in substance-abuse treatment continues to grow. In 2000, a total of 18,644 offenders received services in more than 70 programs across the state. This is up from the 16,234 offenders treated in 1999 and from 150 treated in the first year that the substance abuse services unit was created in 1989.

Michigan has reduced drug usage in institutions and camps from almost 9 percent when random testing was first started, to less than 1 percent (0.6%). Testing and sanctions such as loss of visiting privileges have had an impact.

Testing for parolees and probationers also occurs using reference laboratory tests,



sweat patches and on site tests. Sanctions for offenders testing positive are applied.

The department has been active in seeking federal funds for special pilot programs and has brought in more than \$2.5 million in federal funds. These projects, which include the prison-based residential treatment program and various treatment and testing projects, do much to augment the department's efforts in reducing substance abuse. All current pilot efforts have independent evaluations which will report on the results in 2001.

*Emergency Response Teams at each institution deal with special problems including escapes and disturbances.*



## Human Resources

### Training in the Michigan Department of Corrections

The jobs involved in supervising offenders in Michigan's prison system require substantial training. In order to provide the highest quality service to the public, other criminal justice agencies, and the offenders under the department's supervision, the Michigan Department of Corrections provides extensive training for all staff.

All department employees are required to attend new employee training and yearly in-service training. This training follows standards and guidelines established by the American Corrections Association, the U. S. Department of Labor's Occupational Safety and Health Administration, the Michigan Occupational Safety and Health Administration and department policy. Training for corrections officers also follows additional guidelines as established by state law.

In 2000, there were 1,990 attendees at the department's new employee school.

The department's training section establishes standards for training and assists the department in enhancing its human resources by planning, evaluating, developing and presenting training materials designed to improve employee performance, skills and knowledge.

The DeMarse Corrections Academy serves as the headquarters for the training



*Trainers learn how to use the Automated External Defibrillator so they can train others.*



section. Located at 715 W. Willow Street in Lansing, the academy provides new employee training and specialized in-service training programs for staff. In addition to classrooms, the academy has lodging and provides meals.

### **New Employee Training**

New employee training ranges from orientation for contractual employees to 640 hours for custody officers. New employee training is held at the employee's work site and at the DeMarse Corrections Academy. The core new employee training is basic correctional training programs that are applicable to all new employees. Following this, employees receive additional training depending on the amount of offender contact and specific job assignment they will have. New employees hired for field agent and non-custody positions attend orientation training at their work site followed by additional new employee training at the academy. New employees hired for corrections officer positions begin their new employee training at the academy and receive an orientation to their work site later during their training program. New employee training is divided into 3 major categories:

- Field Agent New Employee Training (Parole and Probation Agents)
- Custody New Employee Training (Corrections Officers)
- Non-Custody New Employee Training (All Other Employees)

*Firearms qualification is part of the required training for new custody employees.*



## **Field Agent (Parole and Probation Agents) New Employee Training**

The field agent new employee training program is divided into three (3) phases. Phase 1 is the initial training period, which consists of 16 hours of orientation training delivered at the work site, and 24 hours of departmental orientation training at the DeMarse Corrections Academy. Phase 2 is 360 hours of on-the-job training and is completed at the new field agent's work site. Phase 3 is 40 hours of specific new agent training and is held at the academy.

The curriculum for the new agent training program includes: Interviewing skills, parole process, probation process, sentencing guidelines and violation procedures.

## **Custody New Employee Training (Corrections Officers)**

The custody new employee training program is required by state statute and department policy. It prepares the new custody employee to perform all job assignments required of correctional officers. In addition to regular custody assignments, this training program also includes specific training for new employees assigned to facilities with gun towers, facilities with female offenders and all specialized training required for assignment to duties involving the transportation of prisoners, self contained breathing apparatus squads and perimeter security assignments.

The custody new employee training program is divided into three (3) phases. Phase 1

*Physical fitness is a requirement of corrections officers. At right, recruits test themselves by climbing steps.*



is the initial six-week (240 hours) period and is conducted at the DeMarse Corrections Academy. Phase 2 is an eight-week period consisting of on-the-job-training (OJT).

While on OJT, the new officer is to work all assignments under the supervision and guidance of experienced corrections officers.

Phase 3 of the custody new employee training program consists of 80 hours of additional programs at the academy. Upon completion of Phase 3, a formal graduation is held.

## **Labor Relations**

During 2000, more than half of the department's facility personnel managers attended a four-day training program, developed by the Office of the State Employer, on arbitration advocacy. This training, supplemented with mentor assistance from departmental labor relations staff, will allow local personnel managers to handle some of the arbitrations that originate from grievances filed by employees in their facilities. This change will increase facility managers' involvement in local labor relations matters, which is a goal of the director. Another potential change in the handling of grievances is being evaluated through a pilot project in the Jackson complex. This pilot program involves the decentralization of the grievance process for certain disputes. Review of these ideas, as well as other innovative approaches, will continue through 2001.

*Diversity in the work environment is a fact of life in the Michigan Department of Corrections. The MDOC offers training to help employees accept and appreciate it.*



Drug and alcohol testing was implemented for all test-designated employees within the department during this year, where previously only non-exclusively represented employees were subject to random testing. Responsibility for the administration of this program is vested within the department's labor relations office. There were 2,004 employees tested during 2000. Of those tested, 20 tested positive for drugs and one for alcohol.

## **Equal Employment Opportunity (EEO)**

Through diversity training and enforcement of the department's stringent rules against discrimination and harassment, staff in the department's EEO office continued in 2000 to work toward ensuring an environment free of discrimination and hostility.

The EEO office is charged with overseeing, reporting and investigating allegations of discrimination and harassment. Trained investigators and counselors exist at each prison and field work location through which complaints can be filed and investigations made. The department will discipline any substantiated complaint of harassment or discrimination, whether it is sexual, racial or based on other factions such as age, national origin, color or marital status. Some important points regarding the department's stance against harassment and discrimination are:

- The sexual harassment policy is the best in state government. It ensures that an unbiased third party, detached from the work location, has the final say in all complaints, their dispositions and any sanctions imposed.

*The department tries to recruit a wide range of employees.*



- A hot line number is provided. By calling 1-800-326-4537 an employee can anonymously report an incident of harassment or discrimination.
- Several avenues for redress are available for employees. Besides the department's complaint and investigation process, an employee can report incidents to outside agencies including Civil Rights, the Federal EEO office, the Employee Services Program and the established grievance procedures as provided in Civil Service Commission rules or the applicable collective bargaining agreement.

## **Diversity of the Work Force Women Working in Corrections**

Diversity training by EEO staff helps employees identify barriers that keep them from working effectively with other employees. The employees design a plan to improve communications, to allow employees to take part in decision making and to help keep the rest of the staff informed of issues critical to maintaining a constructive work environment.

Until 1972, when the first female corrections officer was hired at the old State Prison of Southern Michigan, women played a limited role in the Michigan correctional system. In 1975, female officers began working inside men's prisons. At the time, posi-



*Diversity training will become part of the new custody employee school.*



tions were typically limited to those with little offender contact, such as the arsenal, gun towers or information desks. In the same year, more women began working in various non-custody positions inside men's prisons. The first female teacher, however, worked inside a men's prison as early as 1970. By December 22, 2000, a total of 18,634 employees worked in the department, 6,034 of whom (32.4 percent) were women. Of those, 1,957 were corrections officers.

### New Diversity Efforts

As a result of the department's expanding workforce, Director Bill Martin felt it was time to develop a diversity program as part of the new employee school. The goal of the program is to save time and money by building the skills and knowledge base necessary for the people to work together effectively in a diverse work force.

Bobbie Butler, the department's Equal Employment Opportunity Officer, in collaboration with the training division and others, developed and piloted a 16-hour diversity program in November 2000 for new corrections officers. The purpose of this program is to increase staff awareness and understanding of diversity by dealing with personality and leadership styles, race and gender stereotypes, cross cultural relationships and communication and organizational issues.

## PERSONNEL

As of December 22, 2000, there were 18,634 employees working for the Department. Of that total, 9,522 were Corrections Officers.

Of the total employees, 3,558 were minority employees, and 6,034 females (1,957 of which were Corrections Officers). This information is from the Personnel Employment Report Number PD-081, dated 12/22/00.

| Location                      | Total<br>Employees | Total<br>Minority<br>Employees | Total<br>Corrections<br>Officers* | Female<br>Corr.<br>Officers | Minority<br>Corr.<br>Officers |
|-------------------------------|--------------------|--------------------------------|-----------------------------------|-----------------------------|-------------------------------|
| Central Office/FOA            | 2,653              | 761                            | 195                               | 43                          | 96                            |
| Muskegon Corr. Facility       | 354                | 79                             | 193                               | 42                          | 57                            |
| Handlon MI Training Unit      | 325                | 37                             | 168                               | 35                          | 22                            |
| Marquette Branch Prison       | 540                | 22                             | 307                               | 27                          | 15                            |
| Michigan Reformatory          | 454                | 55                             | 246                               | 31                          | 43                            |
| Southern Mich. Prison         | 681                | 115                            | 499                               | 75                          | 80                            |
| MSI                           | 206                | 26                             | 0                                 | 0                           | 0                             |
| Riverside Corr. Facility      | 520                | 59                             | 318                               | 60                          | 43                            |
| Kinross Corr. Facility        | 594                | 79                             | 350                               | 38                          | 61                            |
| Huron Valley Men's            | 399                | 126                            | 243                               | 52                          | 87                            |
| Crane Corr. Facility          | 375                | 22                             | 223                               | 85                          | 19                            |
| Western Wayne Corr. Fac.      | 295                | 168                            | 170                               | 65                          | 120                           |
| Lakeland Men's Corr. Facility | 319                | 22                             | 167                               | 29                          | 12                            |
| Ionia Temporary Facility      | 225                | 16                             | 115                               | 23                          | 11                            |
| Cotton Corr. Facility         | 502                | 87                             | 319                               | 62                          | 67                            |
| Scott Correctional Facility   | 347                | 208                            | 193                               | 128                         | 147                           |
| Ionia Maximum Facility        | 404                | 48                             | 286                               | 35                          | 35                            |
| Thumb Corr. Facility          | 368                | 58                             | 226                               | 64                          | 44                            |
| Egeler Corr. Facility         | 486                | 79                             | 217                               | 34                          | 36                            |
| Adrian Temp. Facility         | 577                | 71                             | 333                               | 66                          | 36                            |
| Brooks Corr. Facility         | 560                | 150                            | 294                               | 74                          | 99                            |
| Carson City Corr. Facility    | 585                | 42                             | 330                               | 79                          | 24                            |
| Chippewa Corr. Facility       | 644                | 69                             | 339                               | 42                          | 52                            |
| Mid-Michigan Temp. Facility   | 683                | 70                             | 410                               | 67                          | 47                            |
| Standish Max. Facility        | 430                | 21                             | 281                               | 48                          | 18                            |
| Alger Max. Facility           | 404                | 29                             | 251                               | 41                          | 18                            |
| Mound Corr. Facility          | 371                | 272                            | 243                               | 86                          | 195                           |
| Ryan Corr. Facility           | 361                | 264                            | 238                               | 85                          | 191                           |
| Oaks Corr. Facility           | 423                | 13                             | 277                               | 43                          | 10                            |
| Baraga Corr. Facility         | 473                | 20                             | 308                               | 31                          | 15                            |
| Macomb Corr. Facility         | 360                | 104                            | 225                               | 58                          | 62                            |
| Saginaw Corr. Facility        | 379                | 68                             | 219                               | 67                          | 52                            |
| Newberry Corr. Facility       | 398                | 36                             | 239                               | 49                          | 30                            |
| Pine River Corr. Facility     | 242                | 16                             | 120                               | 25                          | 9                             |
| Pugsley Corr. Facility        | 189                | 5                              | 123                               | 18                          | 4                             |
| Ojibway Corr. Facility        | 264                | 4                              | 147                               | 17                          | 2                             |
| Jackson - Central Region      | 136                | 15                             | 0                                 | 0                           | 1                             |
| Parnall Corr. Facility        | 324                | 61                             | 184                               | 41                          | 40                            |
| Cooper Street Corr. Facility  | 302                | 65                             | 183                               | 36                          | 43                            |
| So. Michigan Corr. Facility   | 482                | 96                             | 343                               | 56                          | 70                            |
| TOTAL                         | 18,634             | 3,558                          | 9,522                             | 1,957                       | 2,013                         |

\*Includes Corrections Officers, Corrections Medical Aides, Resident Unit Officers and Work Camp Supervisors.

# Extras



*2000 officer of the year  
Donald Bosley  
addresses graduating  
class.*

## Corrections at a Glance

All adults and juveniles sentenced as adults convicted of felonies for which the statutory maximum is more than one year can be sentenced to the state's prison system which is under the jurisdiction of the Michigan Department of Corrections.

Most convicted felons are not, however, sent to prison. Instead, most are supervised locally through probation while others are given a sentence of up to one year in a county jail. Probation supervision is provided by the department and by various felony courts. Qualified offenders may be sentenced to the "Boot Camp" program as a condition of their probation.

Convicted felons who have served time in prison can be, if eligible, paroled. Parole is a period of supervision in the community.

### The Structure:

The Michigan Department of Corrections is one of the principal state departments.

Final responsibility for operation of the department rests with the Governor who appoints the director, with the advice and consent of the state Senate. The director serves at the pleasure of the Governor. The director has full power and authority in the supervision and control of the department's affairs and is its chief administrative officer.

Beneath the director are the following Administrations headed by Deputy Directors:

**Correctional Facilities** is responsible for the operation of all prisons and camps, including the reception and classification process, and treatment and transfer of prisoners who are housed in a prison or a camp.

**Field Operations** is responsible for state probation and parole supervision. It also

oversees the Special Alternative Incarceration program (boot camp), the Office of Community Corrections, Community Residential Programs and the Michigan Parole Board.

**Administration and Programs** is in charge of budget preparation and fiscal control, facilities planning, data systems and information, operation research and planning, prisoner services, maintenance of files, personnel, labor relations and training.

Also within this Administration is Michigan State Industries and the Bureau of Health Care Services.

In addition to these Administrations, the following units also report to the director:

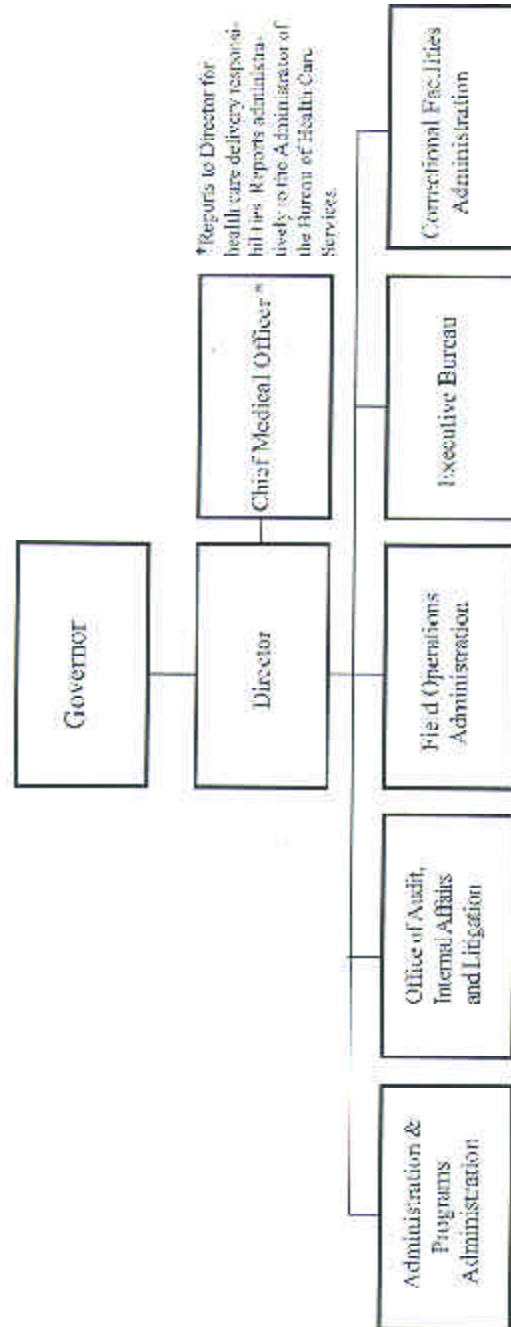
**Executive Bureau:** This unit, under the direction of the Executive Assistant to the Director, includes Public Information and Communications, the Legislative Liaison Section and the Office of Policy and Hearings.

**The Office of Audit, Internal Affairs and Litigation** has three primary functions. One is to evaluate the department's internal accounting and administrative control system. The second is to coordinate the investigation of possible criminal or administrative violations of laws or rules by department employees. The third is to coordinate the efforts needed to deal with lawsuits filed against the MDOC and involves coordination with the Attorney General's office. It also oversees the unit that enforces state jail rules

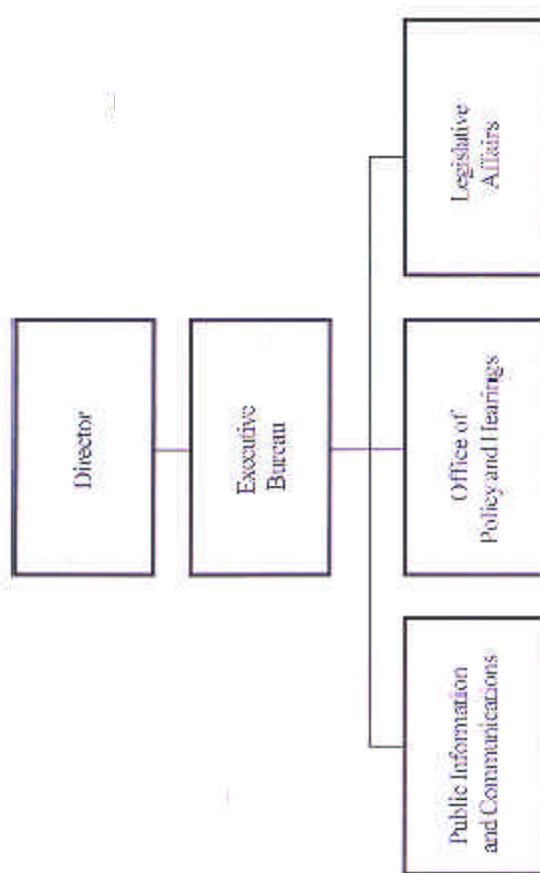
The administrators of Female Offender Programs and the Equal Employment Opportunity Office also report directly to the director.



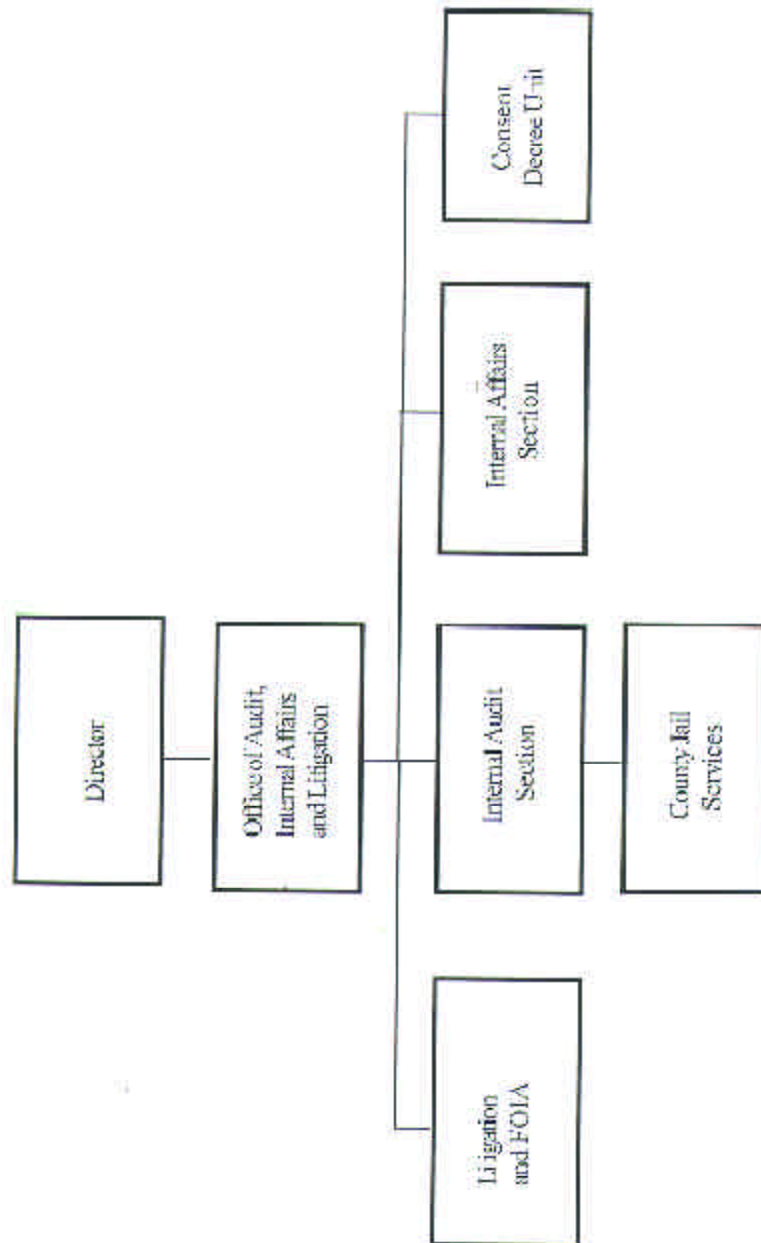
**MICHIGAN DEPARTMENT OF CORRECTIONS**  
Executive Management



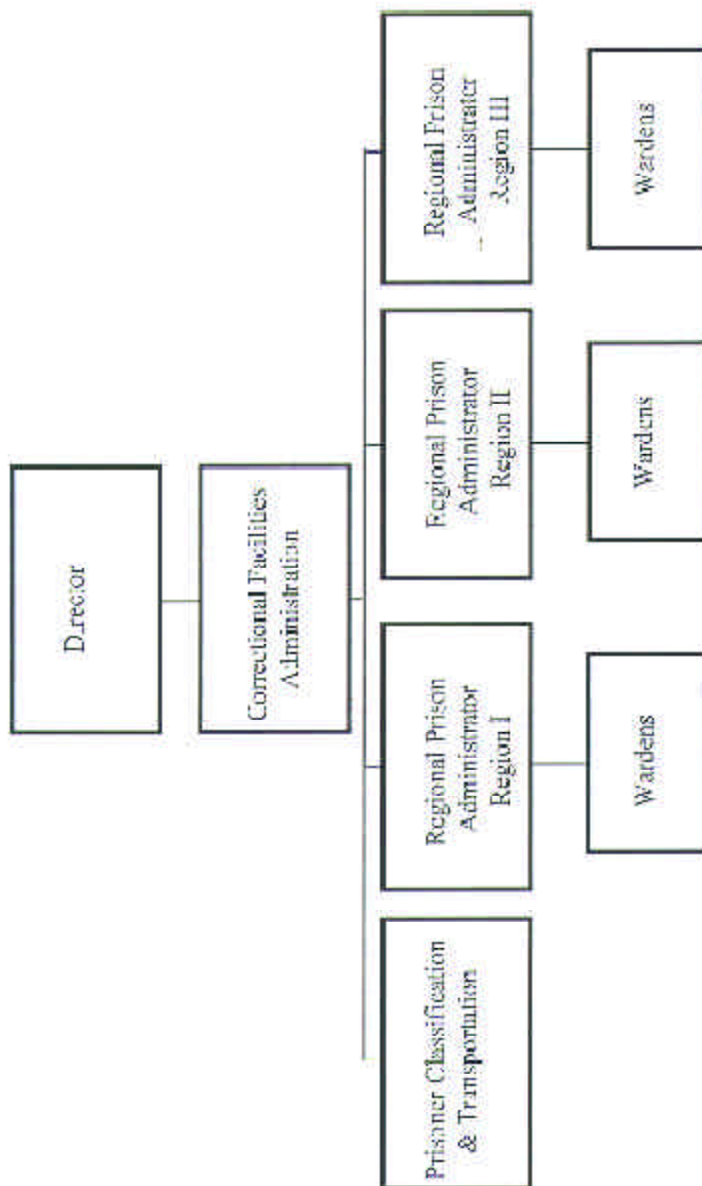
**MICHIGAN DEPARTMENT OF CORRECTIONS**  
**Executive Bureau**



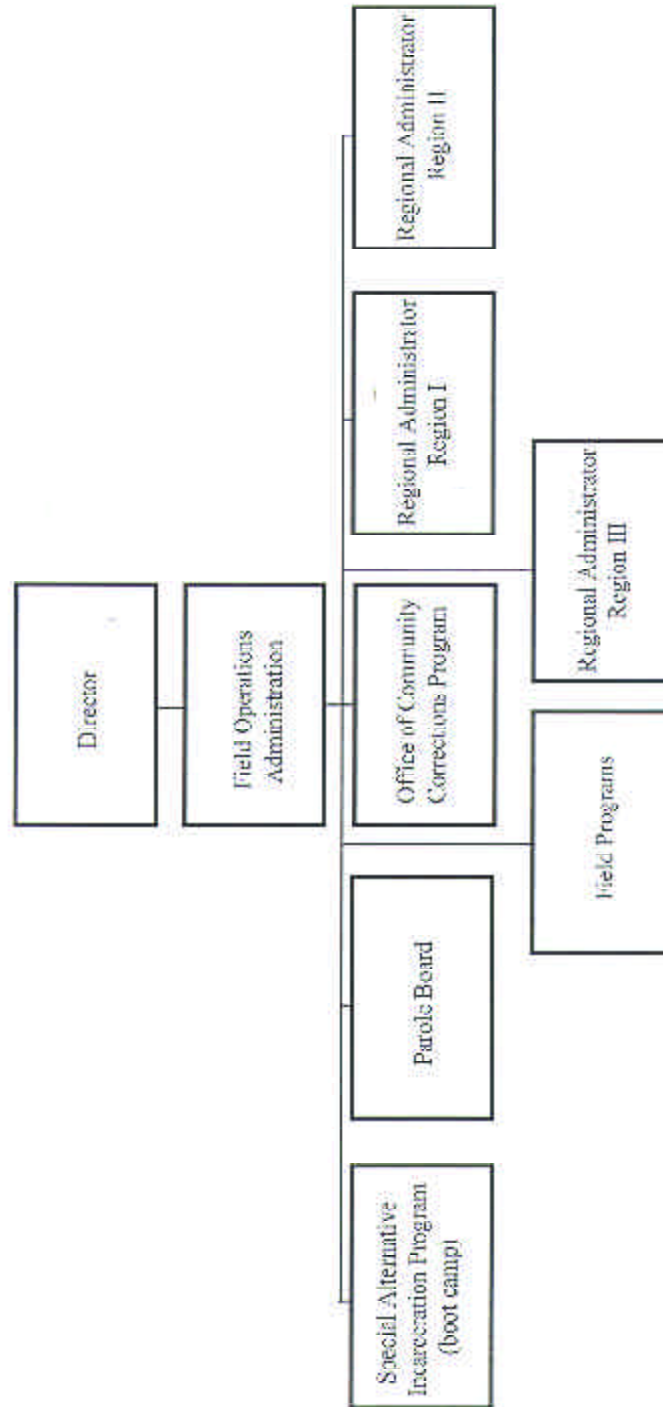
**MICHIGAN DEPARTMENT OF CORRECTIONS**  
Office of Audit, Internal Affairs and Litigation



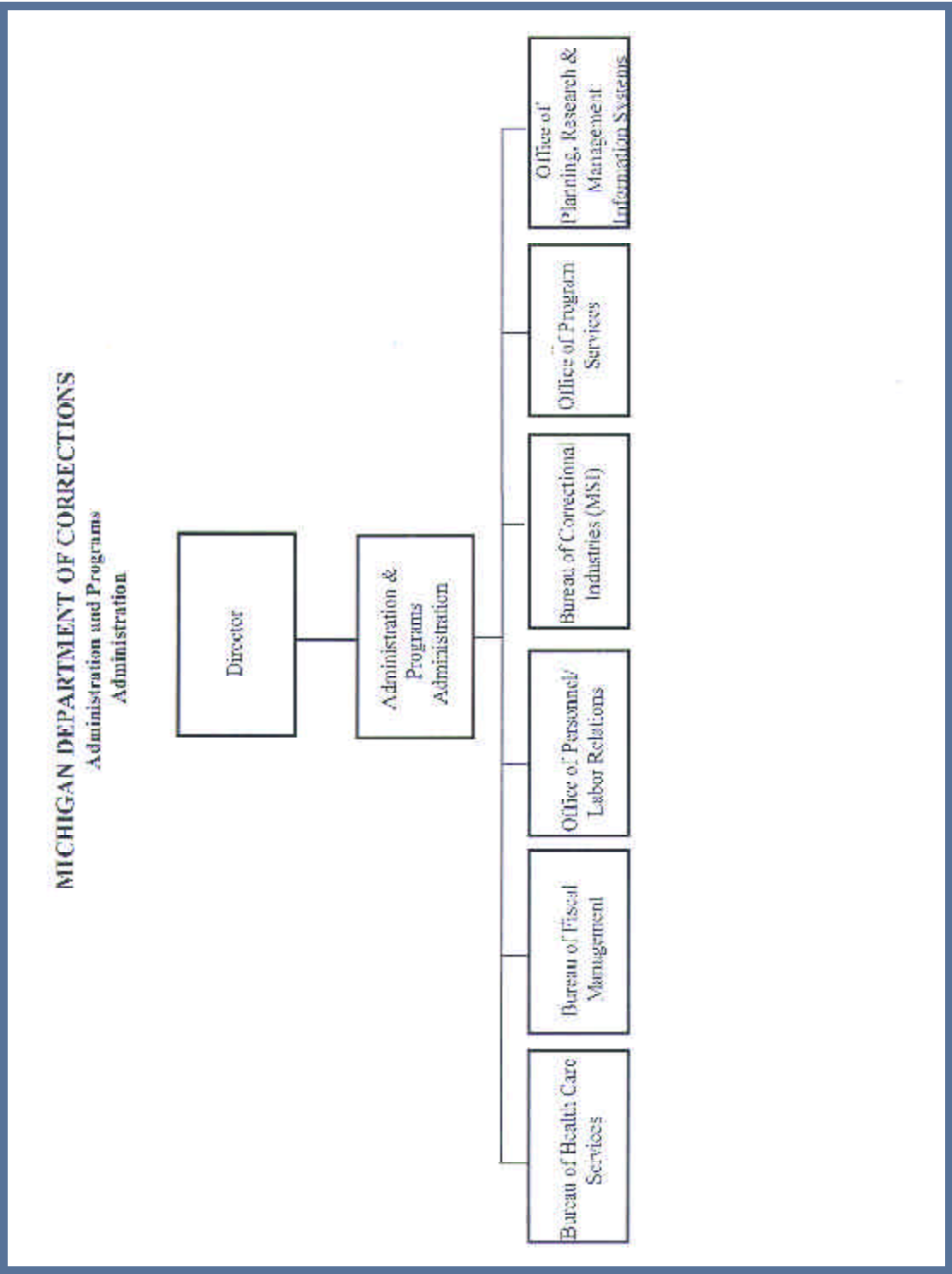
**MICHIGAN DEPARTMENT OF CORRECTIONS**  
Correctional Facilities Administration



**MICHIGAN DEPARTMENT OF CORRECTIONS**  
Field Operations Administration







## Definitions

**Absconder Recovery Unit (ARU)** - Armed employees in these units apprehend escapees and parole absconders. Staff members receive specialized training in the areas of investigation and surveillance techniques. The process was started with a pilot project in 1985 in an attempt to reduce escapes from corrections centers. Most parole violators or escapees are caught within a few days.

**Administrative Segregation** - A separate housing unit in a higher security level prison in which prisoners are confined to their cells at all times except for limited outdoor exercise, showers and specific needs such as a medical visit. Segregation is used to manage offenders who must be kept separate from the remaining prisoner population.

**Community Corrections (Office of)** - An office in the Field Operations Administration created by Public Act 511 of 1988. The office grants funds to counties that divert prison-bound offenders into locally operated punishment options developed by local boards, recommended by the state Community Corrections Board and approved by the department's director.

**Community Residential Programs** - The division within the department's Field Operations Administration responsible for electronic monitoring and corrections centers.

**Corrections Center** - A community facility operated by the Department of Corrections in which prisoners are supervised prior to release on parole. Prisoners are carefully screened for this "community status," are required to work or be in school while living in these facilities and pay a per diem to partially offset room and board expenses.

A Corrections Center is supervised by employees of the Department of Corrections but not necessarily owned by the department. Some of these facilities are leased by the department.

The department began closing some centers in anticipation of a declining center population caused by Truth in Sentencing legislation that went into effect in 1998. By the end of 2000, the center population stood at 766. Many of the offenders formerly in centers were supervised on electronic monitoring devices.

**Commutations and Pardons** - Under the authority of the state constitution, the governor has the power to grant executive clemency through pardons and commutations. The Michigan Parole Board reviews clemency applications and makes recommendations to the governor. In some cases, the board may conduct a public hearing to gather comments from interested parties prior to deciding on a recommendation.

In a commutation, the life sentence is reduced to the number of years already served by the offender and parole is granted. State law allows any prisoner serving any length of time to apply for a commutation.

State law requires a public hearing before the board can recommend executive clemency in all cases, including pardons.

There were two commutations granted by Gov. John Engler in 1998. None occurred in 1999. There were two in 2000, both involved cases with long sentences, but not life sentences, for drug offenses. Since beginning as governor in 1991, Engler has commuted nine sentences. During the Blanchard Administration, from 1983-1990, a total of six commutations were ordered. A total of 94 commutations were granted during the 14 years of the Milliken Administration.

In a pardon, the prisoner's sentence is effectively voided and the prisoner freed.

**Crime Victim's Rights Act** - This law provides rights to victims of crime and was first adopted in July, 1985. The law was reinforced by a constitutional amendment, adopted by the voters in 1988, which gives crime victims certain constitutional rights. Under the law, victims can request to be notified and consulted during the various steps of the criminal justice processes. The victim can submit a written or oral impact statement to the probation officer preparing the Pre-Sentence Investigation Report (PSI), and a written statement from the victim will be included in the PSI report if the victim requests it. Victims can also request information about a prisoner, including the earliest parole eligibility date, any transfers or pending transfer of the prisoner to minimum security, a release or pending release to community placement, an escape or a pending discharge.

The victim also can get notice of any Parole Board decision, a public hearing on a reprieve, commutation or parole, and also can address or submit a written statement to the Parole Board. Under a 1992 amendment to state law, a victim can also appeal a parole decision.

**Disciplinary Credits** - A system originally created as an incentive for good behavior for those prisoners effected by Proposal B of 1978, a referendum which abolished

good time credits for primarily assaultive offenders. Passed into law in 1982, the Disciplinary Credits legislation was amended in 1987 so that all prisoners convicted of a crime committed after April 1, 1987, can earn Disciplinary Credits. At the same time, the good time law was repealed for all new crimes. The credits accelerate a prisoner's parole eligibility five days for every month served, plus two more days per month where behavior is exceptionally good. The seven days are automatically lost if a prisoner is found guilty of a major misconduct during the month. A warden can forfeit additional credits already earned for such misconducts.

The maximum yearly reduction for Disciplinary Credits is 84 days.

As a result of a Truth in Sentencing law enacted in 1998, prisoners who commit an assaultive crime on or after Dec. 15, 1998, or any other crime on or after Dec. 15, 2000, are prohibited from earning Disciplinary Credits.

**Felon** - A person convicted of a felony crime.

**Felony** - In Michigan, any serious crime for which the possible maximum sentence is more than one year in prison. (Probation can be an alternative to prison in most felony crimes.)

**Good Time** - Days subtracted from certain prisoners' sentences for good behavior, required under Michigan law unless the prisoner has violated prison rules; it escalates from 5 days a month to 15 days a month on very long sentences. An additional one-half of regular good time can also be earned for exemplary behavior. Prisoners sentenced for crimes committed after April 1, 1987, do not earn good time.

**Habitual Offender** - The habitual criminal designation is not a separate crime but augments the punishment for second or subsequent felonies. That is, in Michigan anyone convicted of more than one felony can have his or her sentence lengthened if requested by the prosecutor and agreed to by the court.

Prisoners serving under the habitual offender statute cannot be paroled prior to their calendar minimum (i.e. the minimum sentence without reduction by Disciplinary Credits or Good Time) without permission of the sentencing judge or successor.

**Halfway House** - See Corrections Center.

**Holmes Youthful Trainee Act** - State law allows a judge to place a youth between 17 and 20 who is alleged to have committed a crime and who has pleaded guilty to that

crime to be placed in prison or on probation without a conviction to avoid a criminal record. Excluded from this program are youth who are charged with a felony for which the maximum punishment is life imprisonment, a major controlled substance offense or a traffic offense. This action protects the privacy of the offender while on trainee status. If the youth successfully completes the program, there is no criminal record.

Imprisonment or probation cannot exceed three years.

**Indeterminate Sentencing** - In Michigan, which has a modified indeterminate sentencing structure, convicted felons, with few exceptions, are given a minimum and a maximum portion to their sentences. The maximum is usually determined by law, and the minimum is set by a judge with the legal restriction that it is not to exceed two-thirds of the maximum. The Michigan Parole Board has jurisdiction over the prisoner when he or she has served the minimum portion of the sentence.

**Jail** - A county institution usually for persons awaiting trial, unsentenced felons and misdemeanants and sentenced misdemeanants and felons.

**Jail Reimbursement** - A per diem pay to counties to house prisoners in a jail who traditionally would be in prison. Eligibility is determined yearly in the department's annual appropriations act.

**Legislative Corrections Ombudsman** - Created by state law in 1975, the Office of the Legislative Corrections Ombudsman is within the legislative branch of government. The Ombudsman is appointed by the Legislative Council.

The Ombudsman primarily investigates complaints by prisoners about prison operations.

The Ombudsman has access to all information which is generally available to department staff and is able to inspect any facility at any time.

**Level I - VI prison housing** - In general, the higher the security level, the more security risk a prisoner presents in terms of manageability or escape potential. Level I has a single security fence and does not house sex offenders; Secure Level I can house sex offenders and has full security perimeters; Secure Level I and above all have secure perimeters which include double fences, razor ribbon and a perimeter detection system; higher security level prisons have gun towers. Some prisons have more than one security level.



**Life Imprisonment** - A mandatory term of life imprisonment without the possibility of parole must be imposed if an offender is convicted of First-Degree Murder or placing explosives with personal injury resulting. As long as the offender is serving a mandatory life sentence, the offender cannot be paroled unless the sentence is commuted or pardoned by the governor. Since 1938, a total of 463 non-parolable lifers received a commutation, and the average time served was 24.6 years.

A second type of life sentence, from which a prisoner can be paroled, may be imposed for offenders convicted of life offense crimes other than Murder First or Placing Explosives and for habitual offenders. These cases are commonly referred to as “lifer law” cases. In such instances, the Parole Board can consider parole after ten calendar years where the offense occurred before Oct. 1, 1992, and if the sentencing or successor judge does not file written objections. When the offense occurred on or after Oct. 1, 1992, the board can consider parole after 15 years if the sentencing or successor judge does not file written objections. A public hearing where victims and others can present testimony for or against parole is required prior to parole consideration. (See Drug Lifer Law regarding parole eligibility for prisoners serving life under the drug lifer law.)

The average number of paroleable lifers (non-commutation) paroled annually during the past 10 years has been 3.4. Since 1990, the average time served before parole has been 19.4 years. The Parole Board interviews between 400 and 500 lifers a year.

**Drug Lifer Law** - The 1978 law required mandatory life imprisonment for delivery, possession or conspiracy to possess 650 or more grams of opiate narcotics or cocaine. The Michigan Supreme Court struck down the mandatory life for simple possession but it remained for those convicted of delivery. In mid-1998, the law was revised. As of Oct. 1, 1998, lifers convicted of delivery are eligible for parole after 20 years if they have an earlier and separate conviction for a “serious crime” as defined by the revised law or after 17.5 years if they do not have such a conviction. The revision of the drug lifer law also allows an eligibility reduction of two and one-half years if the sentencing judge or successor determines that the prisoner cooperated with law enforcement in solving any crime. Eligible cases are considered pursuant to the “lifer law.”

In 2000, a total of 216 persons were serving life sentences under the mandatory drug lifer law.

**Misdemeanor** - A crime less serious than a felony for which the maximum sentence is usually not more than one year in a county jail. A sentence usually involves probation,

jail time, a fine, or a combination of any or all of these three. Except in certain specific instances, persons convicted of a misdemeanor cannot be sentenced to prison.

**Parole** - A term of community supervision afforded by the Parole Board to a prisoner who has served the minimum portion of his or her sentence, less good time or Disciplinary Credits if applicable. While on parole, a parolee is supervised by an agent who is an employee of the Department of Corrections. At the successful completion of the parole period, the offender is “discharged” from his or her sentence. If a parolee violates the parole terms, he or she can be sent back to prison. The Parole Board retains jurisdiction until the maximum sentence is served in prison or the offender discharges from parole.

**Pre-Sentence Investigation Report (PSI)** - State law requires that an investigation be completed and a report be prepared for every person convicted of a felony. This investigation and resulting report is used by the judge in sentencing and, if sentenced to prison, it is used by the Department of Corrections in determining classification, risk potential and other programming.

The investigation is conducted by a state probation officer after the defendant has been convicted of a crime. The report contains a description of the crime; any prior criminal record; information on the offender’s marital status and family; any impact statement from the victim; information on employment and economic status, education, substance-abuse history, and mental and physical health.

Probation officers are required by law to recommend a sentence.

**Prison** - An institution for offenders sentenced to the Department of Corrections.

**Prison Reimbursement Act** - A law allowing the state to collect money from prisoners to help defray the costs of imprisonment.

All prisoners must notify the department of their assets, and a prisoner’s lack of cooperation in supplying such information can be taken into consideration by the Parole Board.

Assets are reported to the Attorney General who determines whether to file a lawsuit for collection. The law allows the government to seek reimbursement if a prisoner has enough money to recover 10% of the estimated cost of care or 10% of the estimated cost for two years, whichever is less. Not more than 90% of the assets can be secured.

Assets include payments from worker's compensation, veteran's compensation, previously earned salary or wages, bonuses, annuities, and retirement benefits.

Money saved from wages and bonuses earned while in prison cannot be taken, according to the law.

**Probation** - A term of supervision afforded either a convicted felon or a convicted misdemeanor by a court as an alternative to prison or jail, although some judges may sentence offenders to a combination of both probation and jail or boot camp. The Michigan Department of Corrections' agents supervise convicted felons who are serving probation sentences under the jurisdiction of the sentencing court.

**Protective Segregation** - A separate housing unit usually in a higher security prison for prisoners who are in danger of being assaulted by other prisoners.

Movement and property in segregation areas is usually restricted. However, prisoners are ordinarily entitled to writing materials, normal meals, mattresses, visits, clothing, showers and exercise.

**Public Works** - In this program eligible minimum-security prisoners are allowed to provide labor to public and, in some circumstances, to nonprofit agencies. The agency is charged a per diem per prisoner. Prisoners go out in crews of usually eight to ten, under the supervision of a department employee or a civilian who has received special training in managing the prisoner crews. They work on renovations of nature areas, clean up parks and cemeteries, help remodel community buildings and sandbag during flooding, among other projects. Approximately 1,000 prisoners are assigned to public works projects.

**Punitive Segregation** - Usually a small section within the segregation unit of a higher security prison for prisoners who are confined as a sanction for violating prison rules.

**Youth Correctional Facility** - A 450-bed prison near Baldwin designed to house male offenders who are 19 years of age or less sentenced to the department for violent and assaultive crimes. The Michigan Youth Correctional Facility is privately owned and operated by the Wackenhut Corp. under contract with the department.

**Risk Prediction** - Statistically validated factors that predict the probability of a male

parolee committing assaultive and property crimes while on parole. It has not been possible to develop predictive factors for women because of the small numbers involved.

Using various factors, the department considers potential risk—very high, high, medium and low for new violent crimes while on parole; and for property crimes—high, medium and low probability.

Risk screening is used in determining eligibility for the state's Community Residential Programs and is incorporated within the department's security classification system.

**Security Classification** - The system used by the department to determine the appropriate prison security level of a prisoner. Levels range from I (minimum) to VI (super max). Generally, the prisoner's institutional behavior, length of sentence and escape potential determine the appropriate level.

**Sentencing Guidelines** - Sentencing guidelines, signed into law by Gov. John Engler in 1998, are numeric ranges used by sentencing judges to determine an appropriate minimum sentence. They are determined by the seriousness of the offense and the prior criminal record of the offender and are expected to further shift punishment for appropriate felons toward community sanctions to help reserve prison beds for the most dangerous and persistent offenders. They will impact offenders whose crimes occurred after Jan. 1, 1999. Replacing guidelines imposed by the Michigan Supreme Court in 1988, the guidelines represent the state's best efforts at deciding an appropriate sentence for a specific crime. The guidelines were developed and recommended to the Legislature by the Sentencing Guidelines Commission, whose makeup was determined by law and which considered the potential impact of the guidelines on the state's prison population.

**Sex Offender Registration Act** – This 1994 law requires certain offenders convicted of identified sex offenses to register with the Michigan State Police. The MDOC assists in that registration process. Probation agents are responsible for registering offenders during the pre-sentencing investigation process and when supervision is transferred from another state to Michigan. Intake staff at the department's reception and guidance centers check the Law Enforcement Information Network to confirm that all prisoners serving for an offense requiring registration are registered.

**Technical Rule Violator (TRV) program** - The TRV program was established to deal with the growing number of prisoners returned from corrections centers or parole to prison for minor rule violations. The first TRV center was opened in 1991, and since then two more centers have been opened. The program provides intensive programming, substance-abuse treatment, community service work and service on public works crews. If the prisoner completes the program successfully, he or she is returned to a corrections center or placed back on parole. This program reduces the number of corrections center inmates and parolees being returned to prisons and camps.

**Truth in Sentencing** - A 1998 state law which eliminates Disciplinary Credits, good time and corrections centers for certain offenders and requires offenders to serve the entire minimum sentence in prison prior to being considered for parole. It replaces Disciplinary Credits with “disciplinary time” or bad time, which is accumulated for incurring misconducts while in prison. This bad time is not to be formally added to the minimum sentence, but the Parole Board must consider the amount of time each prisoner has accumulated when it considers parole.

The new law applies to assaultive crimes committed on or after Dec. 15, 1998, and all other crimes committed on or after Dec. 15, 2000.



## Facts and Figures

Year end 2000

- Number of prisons ..... 42
- Number of camps ..... 13
- Prisoner population (Institutions and camps) ..... 45,715  
(up from 23,903 in 1988)
- Number of prisoners 17 and younger ..... 163
- Number of parolees ..... 13,132
- Number of probationers ..... 50,717
- Number of offenders in Corrections Centers (halfway houses) ..... 766
- Number of Michigan prisoners on Electronic Monitoring ..... 1,107
- Total offenders supervised by MDOC ..... 112,479
- FY 2000 budget ..... \$1.6 billion

Corrections now received 15.4% of state general revenue funding, up from just 3% in 1980.

- Number of staff -- 18,788 including 9,522 corrections officers.  
(Corrections staffing represents 30% of the total state government workforce. In 1980, Corrections' share of the state workforce was 7%.)

Some facts about Michigan prisoners at the end of 2000:

- 96 percent were males.
- The average age for men was 35 years old; the average age for women was 36.
- 54.5 percent were black; 42 percent were white; the rest include American Indians, Hispanics, and Asians.
- Percentage of prisoners at the end of 2000 serving for an assaultive crime: 62% (based on controlling sentence only).
- Percentage of male and female prisoners reporting a history of substance abuse:
  - Drug & alcohol: 30 percent
  - Drug only: 23 percent
  - Alcohol only: 11 percent
  - Total either or both: 64 percent
- At intake, about 50 percent reported they had not completed high school.
- 62 percent of those in prison at the end of 2000 were serving their first prison sentence.
- Percentage of prisoners housed in the various levels, administrative segregation, detention or other types of housing including reception centers:
  - CRP : 4.0 percent (centers and electronic monitoring)
  - Level I: 33.2 percent
  - Level II: 31.6 percent
  - Level III: 5.6 percent
  - Level IV: 10.7 percent
  - Level V: 3.8 percent
  - Level VI: 0.0 percent (Prisoners in Level VI are generally housed in administrative segregation or detention.)
  - Administrative Segregation: 3.8 percent
  - Detention: 1.3 percent
  - Reception: 2.9 percent
  - Other special use housing such as mental health, protective segregation: 3.1 percent
- At the end of 2000, there were 4,311 offenders serving life prison terms in Michigan.
- At the end of 2000, the cumulative minimum sentence of prisoners (excluding lifers) in the system was 8.0 years.
- About 34 percent of all prisoners were serving sentences of 10 years or more (including life) at the end of 2000.

- The number of sex offenders in prison at the end of 2000 increased from 3,575 in 1988 to 9,756 in 1999 to 10,873 at the end of 2000. (This is based on all active sentences for Criminal Sexual Conduct or any other sex offense such as gross indecency.)
- Prisoner deaths in 2000:
  - homicides: 1
  - suicides: 3
  - natural causes: 88
- Number of paroles granted in 2000: 10,468
- 2000 prison commitments: 8,914 (excluding additional sentence imposed)
- Yearly costs per prisoner in FY 2000:
  - Minimum (Level I): \$16,584
  - Medium/Close:
    - Level II: \$20,131
    - Level III: \$22,114
    - Level IV: \$34,732
    - Multi-Level: \$20,952
  - Maximum (Level V and VI): \$33,946
- Comparative costs:
  - Corrections Center: \$26,411
  - Electronic Monitoring: \$6,486
  - Parole/Probation Supervision: \$1,600
  - Technical Rule Violator: \$19,276
  - Boot Camp (annualized costs): \$26,136
- Convicted by plea: 74 percent

## Placement Criteria

### **Community Residential Programs (CRP, Administrative Rule 791.4410)**

Prisoners are rigorously screened and must meet stringent standards before being allowed into the program. All participants are tested for drug use prior to placement and at regular intervals while in the program. Prisoners must be classified to minimum custody in prison before being allowed to apply.

Additionally, a prisoner is disqualified if he or she:

- Is serving for a sex offense.
- Has a criminal history involving a sex offense, patterns of assault, recent serious mental disturbance or other behavior that indicates that the offender would be an unwarranted risk to the public.
- Is serving a life sentence.
- Was involved in organized crime.
- Is a “professional” criminal.
- Is a drug trafficker.
- Is designated as a very high risk for violence or serving for escape.

While in a community program, offenders must find a job, hold it through regular attendance or must attend all classes if in a training or academic program and be self-supporting as soon as possible. Offenders are required to pay the cost of room and board if in a center and the cost of electronic monitoring if on a tether.

A prisoner may be returned to prison for any major rule violation including use of drugs. Although nonviolent offenders are eligible up to two years before their earliest parole date, most offenders stay in the program for about six months before they are paroled.

## **Special Alternative Incarceration (SAI, Boot Camp, Department Policy Directive 06.04.105)**

A person convicted of a felony is eligible for placement in the probationer SAI program if s/he meets all of the following requirements:

1. Has never served a sentence of imprisonment in a state correctional facility.
2. Would likely have been sentenced to imprisonment in a state correctional facility.
3. The felony sentencing guidelines upper limit for the recommended minimum sentence for the person's offense is 12 months or more. This criterion does not apply if:
  - a. The offense is not covered by the felony sentencing guidelines.
  - b. The reason for the person being considered for placement is that he or she violated the conditions of probation.
4. Is physically able to participate in the program.
5. Has no evidence of a mental handicap that would prevent participation in the program.
6. Has no pending felonies.
7. Is not being sentenced for conviction of or the attempt to commit any of the following:
  - a. MCLA 750.145c - Child Pornography
  - b. MCLA 750.72 - Burning Dwelling House
  - c. MCLA 750.73 - Burning of Other Real Property
  - d. MCLA 750.75 - Burning of Insured Property
  - e. MCLA 750.520b - 1st Degree Criminal Sexual Conduct
  - f. MCLA 750.520c - 2nd Degree Criminal Sexual Conduct
  - g. MCLA 750.520d - 3rd Degree Criminal Sexual Conduct
  - h. MCLA 750.520g - Assault with Intent to Commit CSC
8. Is not being sentenced for a crime for which probation is not available by statute, i.e., murder; treason; robbery while armed; or a major controlled substance offense except in cases where life probation may be imposed.



## Office of Community Corrections

### *Summary of Budgeted Amounts for Comprehensive Plans and Services and Probation Residential Services*

*in Fiscal Year 2000*

| Community Corrections<br>Advisory Boards<br>(CCAB)                  | Budgeted Amounts for Comprehensive Plans & Services &<br>Probation Residential Services |
|---|---|
| ALLEGAN/BARRY .....   | \$ 207,334.00   |
| BAY .....   | 234,010.00  |
| BERRIEN .....   | 441,400.00  |
| CALHOUN .....   | 517,198.00  |
| CASS .....  | 82,650.00   |
| CENTRAL UPPER PENINSULA (Schoolcraft , Alger) .....                 | 78,217.00   |
| CLINTON .....   | 77,000.00   |
| EASTERN UPPER PENINSULA (Chippewa, Mackinac, Luce) .....            | 127,000.00  |
| EATON .....   | 228,255.00  |
| GENESEE .....   | 1,728,262.00  |
| HURON .....   | 66,812.00   |
| INGHAM/CITY OF LANSING .....  | 772,415.00  |
| ISABELLA .....  | 90,588.00   |
| JACKSON .....   | 433,460.00  |
| KALAMAZOO .....   | 1,707,687.00  |
| KENT .....  | 2,237,300.00  |
| LAKE .....  | 35,049.00   |
| LIVINGSTON .....  | 47,000.00   |
| MACOMB .....  | 984,990.00  |
| MARQUETTE .....   | 116,696.00  |
| MASON .....   | 56,250.00   |
| MECOSTA .....   | 63,090.00   |
| MIDLAND .....   | 199,439.00  |
| MONROE .....  | 346,349.00  |
| MONTCALM/IONIA .....  | 150,000.00  |
| MUSKEGON .....  | 877,616.00  |
| NORTHERN MICHIGAN .....   | 203,214.00  |
| (Cheboygan, Otsego, Crawford)                                       |   |
| NORTHWEST MICHIGAN REGIONAL .....                                   | 507,820.00  |
| (Benzie, Manistee, Wexford, Missaukee, Kalkaska, Charlevoix, Emmet) |   |
| OAKLAND .....   | 2,847,813.00  |
| OSCEOLA .....   | 49,500.00   |
| OTTAWA .....  | 276,022.00  |
| SAGINAW .....   | 1,011,531.00  |
| SANILAC .....   | 61,825.00   |
| ST. CLAIR .....   | 767,600.00  |
| ST. JOSEPH .....  | 684,204.00  |
| THIRTEENTH CIRCUIT COURT .....                                      | 302,741.00  |
| (Leelanau, Grand Traverse, Antrim)                                  |   |
| THIRTY-FOURTH CIRCUIT COURT .....                                   | 190,214.00  |
| (Roscommon, Ogemaw, Arenac)   |   |
| TWENTY-SIXTH CIRCUIT COURT .....                                    | 195,352.00  |
| (Presque Isle, Montmorency, Alpena, Alcona)                         |   |
| THUMB (Lapeer, Tuscola) .....                                       | 155,130.00  |
| TRI COUNTY (Houghton, Keweenaw, Baraga) .....                       | 119,900.00  |
| VAN BUREN .....   | 222,859.00  |
| WASHTENAW/CITY OF ANN ARBOR .....                                   | 991,120.00  |
| WAYNE .....   | 6,618,746.00  |
| WEST CENTRAL U.P. .....   | 349,272.00  |
| (Ontonagon, Gogebic, Iron, Dickinson, Menominee, Delta)             |   |
| <b>TOTAL .</b> .....  | <b>\$27,460,930.00</b>  |